2010

DEVELOP 100

intentmedia

in association with

DEEP SILVER

elspa

ChartTrack

develop
100

The World's Most Successful Game Studios

2010 Edition

IMAGINATION
STUDIOS

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ALAN WAKE

BAD COMPANY 1 & 2
ALAN WAKE
KANE & LYNCH 2: DOG DAYS
MIRROR'S EDGE
RIDDICK: ASSAULT ON DARK ATHENA
WORLD IN CONFLICT
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ABOUT THE DEVELOP 100

The 2010 *Develop 100* ranks the world's game developers according to the revenue their products generated through UK retail.

The figures come directly from GfK Chart-Track data. Retailers contributing to Chart-Track's data represent 90 to 95 per cent of all UK retail sales for games and the figures have been weighted up to accurately represent the market as a whole.

Figures are based on sales of all games available on the market at all price points and on all formats (PS3, PS2, PSP, PC, Wii, DS, 360, Xbox – even GameCube and Mac) during the year 28/12/08 to 02/01/10.

For each studio, up to five of its biggest selling titles during that period have been highlighted for individual analysis. The *Develop* team has also provided further analysis and background detail – including contact information and headcounts where available. 'Highest UK Chart' refers to the highest position reached by that title in Chart-Track's weekly All Formats list.

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develop
100

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TC Associates

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ZeniMax
MEDIA INC.
EUTECHN
ELLION

TCA's principal focus is the worldwide computer games industry. We provide strategic consulting, interim management and non-executive director appointments to hi-tech and IT-related industries.

Founded in 2000 by computer games industry veteran Tim Christian, who has held senior management positions within the industry for the last 25 years, the company has become a leading name in this highly successful and rapidly-growing industry sector.

With a small number of highly-experienced, trusted associates, TCA has particular business experience in the following areas:

- Computer Games and Music Royalty Audits
- Senior Interim Management Roles
- Post-acquisition Integration Management
- Mergers and Acquisitions
- Strategic Consulting Advice
- Pre-acquisition Company Preparation and Positioning
- Private Equity Funding

Computer Games Royalty Audits

Over the years, Tim has audited most of the major worldwide publishers of computer games – videogame, PC and mobile – on behalf of some of the world's largest developers.

"Over the years we've enjoyed a great relationship with Tim. He has delivered good results for us on multiple engagements. It is very easy to work with Tim given his strong level of industry knowledge.

We highly recommend Tim."

CINDY L. TALLENT
EVP, CEO and Treasurer,
ZeniMax Media Inc.

"Eutechnyx has successfully employed Tim Christian's services in the field of forensic royalty auditing for the past 4 years. I would have no hesitation in recommending him to anyone looking for a tenacious but professional auditor with a thorough knowledge of the games industry"

DARREN JOBLING
Director, Eutechnyx Limited.

"Rebellion has worked with Tim and colleagues on a number of high-profile audits as part of our policy of good corporate governance. His levels of professionalism, industry knowledge and successful audit results are exemplary. We would not hesitate to recommend him and look forward to working with him again in the future."

JASON KINGSLEY
CEO and Creative Director,
Rebellion Developments Ltd.

Tim's royalty finds have varied from a few thousand dollars to a few million, and settlement battles include a formal mediation in New York. He still has a 100% record of discovering previously unreported royalties.

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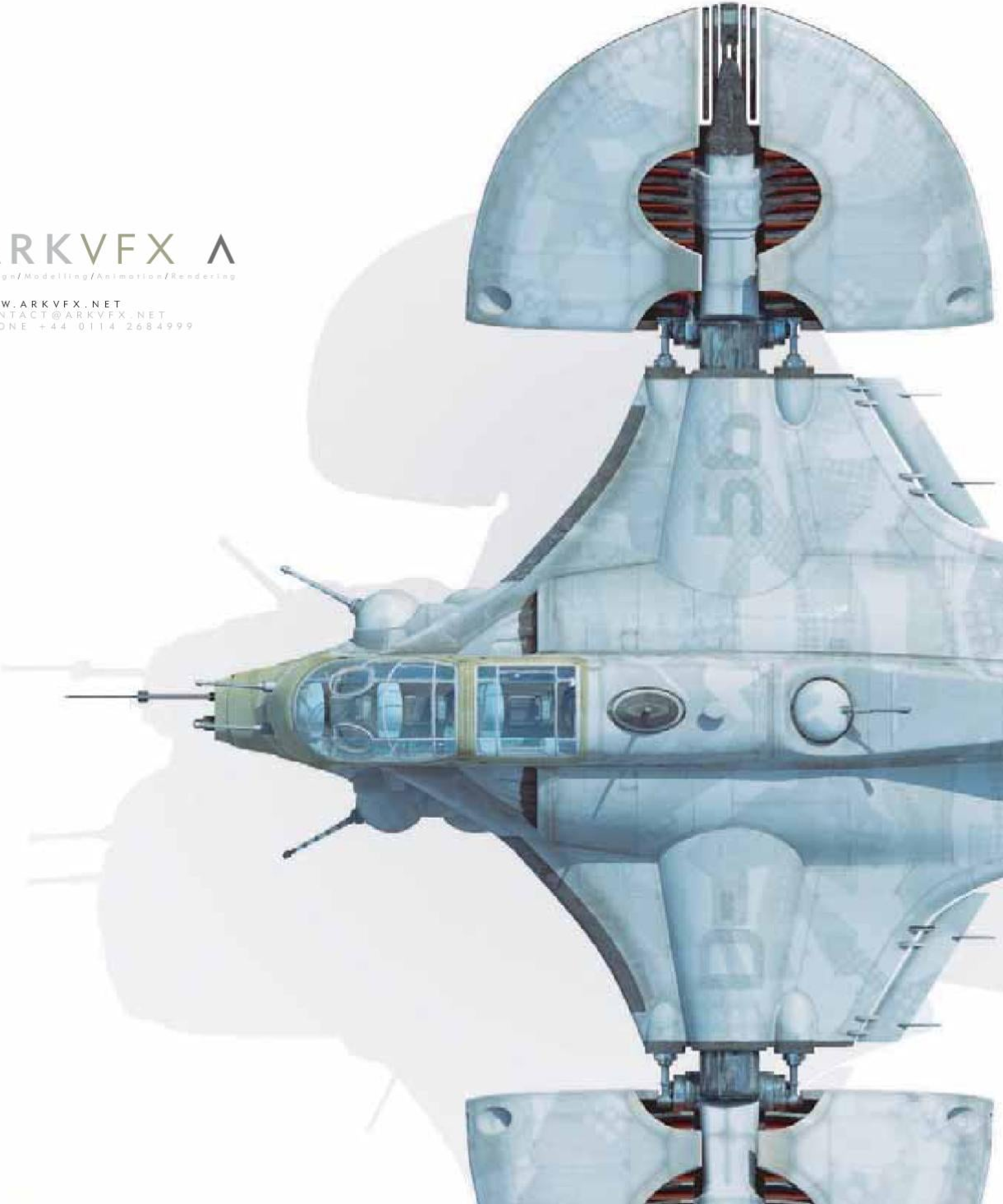

CENTURY OF GREATS

Develop's editor-in-chief Michael French provides an overview of the Develop 100 and why retail revenues are still all-important for the world's leading studios…

This is the sixth edition of the *Develop 100*. We have again used GfK ChartTrack's authoritative data on the UK games market to form this year's list of the world's most successful game studios.

Beloved as much by studio heads as it is contract workers, this yearly book has achieved truly invaluable status. That's not just thanks to its acknowledging of success via a key metric – sales data – but also because it offers a fairly reliable barometer on the state of play in games development today.

So Nintendo is top dog at No.1. Argue all you want that Wii is on the wane, but it's clear that accessible, innovatively designed games will sell whatever the weather.

Meanwhile second-placed Infinity Ward proves that 2009 was the year where the traditional 'core gamer' wants truly high quality, cinematic, artistic, explosive, action-packed gaming experiences. It's called 'triple-A' for a reason, after all.

Elsewhere giants like EA Canada, Ubisoft Montreal and Sega also feature in the Top Ten, as does one independent – perfectly symbolic of the increasingly consolidated nature of games development.

And all of that is proved with cold, hard facts – we've listed a total revenue made by each studio on the list at UK retail in 2009. What about digital sales? After last year's attempt to create a more inclusive but ultimately too broad a guide – using Metacritic data, publicly released sales data and industry standing – we've used hard sales data for one reason: It's concrete, and trustworthy. That's what the *Develop 100* is about. It's not an exercise in creating controversial ranking, but a league table of commercial clout.

Fact is, the industry still isn't sophisticated enough to share download data or online revenues publicly or globally – so, yes, studios like Blizzard factor lower than you might think, and break out online successes like *Trials HD* or *Battlefield 1943* are entirely absent.

But as our sponsor Deep Silver points out on pages 9 and 10, retail is still incredibly important to the games industry, and developers' royalty cheques. Much more often than not, games sold in boxes are still the primary point of contact with interactive entertainment.

And anyway, the vagaries of digital will change in time. Publishers and developers will eventually share digital data with the likes of GfK and the rest of us because they want to be counted. Which in itself that proves why the Develop 100 is so invaluable – this is the only ranking of its type, and it's the only way to give developers credit where its due right now.

Michael French, Editor-in-Chief, Develop

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Jón Hörðdal Jónasson – Chief Operating Officer, CCP Games

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SITEL

DEEP SILVER

A CHANGING MARKET

Koch Media CEO Klemens Kundratitz looks at why it matters to make it into the Develop 100 and what challenges lie ahead for the whole industry

For us as a publisher the relationships with developers are one of our biggest assets. As a leading independent video games publisher, Deep Silver therefore is very proud to present the *Develop 100* book this year.

The gaming market is an area of constant change.

The overall economic situation causes customers to concentrate on a few hyped titles, leaving not so prominent but nonetheless quality titles aside of the road.

In this ever growing and changing market we as market participants have to face these shifting challenges.

Besides this, it is our belief that the borders between different media types will soften more and more in the not so distant future. The convergence of interactive, online and home entertainment will grow over time and create whole new forms of entertainment.

Market participants have to be prepared for these changes.

And while a market player today is faced with a lot of challenges, there are also a lot of opportunities out there… for those who want to take them. Gaming is growing ever bigger as a leisure activity for whole new target groups. While this new market cannot be compared with our traditional view of gamers, they still all have one desire that we can fulfill – to play games! There is room for niches besides the greatly hyped titles and big marketing budgets that can be explored and still bring profit.

It's this ability to change and adapt to the challenges that truly marks out a competitive and outstanding participant in the games industry. Through their creativity, excellence and focus on quality, the development studios forming the *Develop 100* this year have shown that they are up to this task.

Our objective at Deep Silver is to create great games that sell internationally. And with an international structure with branch offices in Europe and the USA we're well prepared for this task. As a multimedia company we have already gathered a lot of experience in the areas of gaming, home entertainment and online games and are ready for the future.

And because of this we're always interested in working with talented developers that share our vision and that can expand our portfolio for the next years.

We are looking forward to work with you!

Klemens Kundratitz, CEO, Deep Silver

PUBLISHER POWER

Many wouldn't have made it in Develop 100 without support from their publisher. Deep Silver's Stuart Chiplin looks at why these partnerships, and retail, still matter

With the dawn of the digital download age I commonly hear developers say 'Why do we need a publisher?' This top 100 proves, at least in the boxed product stakes, a publisher is essential for the success of a title, be that new IP or a continuing franchise.

The developers in this list are at the pinnacle of their profession, producing games that are often pioneering and frankly awesome. However we must also look into the machine that drives these exceptional titles into the hands of the consumer, and in most cases this is the publisher.

We all know the digital cloud is hovering, with many developers having already stepped into the publishing arena. However the boxed product is far from dead and the role of the traditional publisher offers a lot more than just moving boxes and bytes.

Behind the scenes you will find that local intelligence and market research is key to understanding the demographics to target, combined with skilled marketing, PR and sales teams to ensure that the consumers know about a title and where to buy it. Only with this combination of assets will a title be truly successful. Thus, in the future when we are all sucking games down a pipe, the role of a publisher will remain to provide stability for the developer and identity for the consumer in a highly competitive environment.

As an independent publisher, we at Deep Silver pride ourselves on being a little different from the rest. Yes we commission projects and take them to market, and have a variety of IP that we manage. However we also offer a range of services for developers that many larger publishers do not.

With our privately owned parent, Koch Media, we can offer direct distribution to retail, with offices across most of Europe. This association allows us to offer unique opportunities for developers. Be that through the traditional publisher/developer relationship or through more exotic collaborations such as co-publishing, joint ventures and distribution guarantee. This latter option has even allowed us to help developers become publishers on traditional platforms.

Looking forward into 2010 and beyond, we see exciting new hardware releases and the rapidly growing diversity of non-traditional platforms. It is of course the developers who are embracing this future, filling it with innovation, and we hope that Deep Silver will be first on your list of partners that will help you reach your true potential.

Stuart Chiplin, Head of Publishing, Deep Silver
s.chiplin@kochmedia.com

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Imagination

SAFETY IN NUMBERS

Data is the lifeblood of the Develop 100, and thanks GfK Chart-Track, it keeps on pumping...

We took up the challenge of listing the developer of every game that sells in the UK back in 2004 and by the launch of the first *Develop 100* co-produced with Chart-Track (covering sales in 2005) we had coded up around 10,000 individual products.

Roll on to the end of 2009 for the latest edition and this had risen to 17,500 products, all with developer credit to an independent or publisher owned studio and a country of coding origin. This means that we have probably the most accurate database of titles anywhere in the world.

Sure, this is applied to sales in the UK – the third largest gaming market in the world – and therefore cannot account for the cultural differences that would apply if we included USA and Japan.

Nevertheless, this makes for a fascinating account of what actually sells in the UK, coupled to developer share rather than the more traditional publisher share of the market which is reported the world over. We recognise the importance of giving credit where credit is due which is why every week we list the developer against each title in our standard weekly report, as seen on our website and as subscribed to by just about every publisher active in this market. The international profile of the 'charts' is higher than ever.

Some publishers and developers are now reaping the benefits with the monthly syndicated reports that rank developers according to their ongoing performance in the UK charts.

Feel free to get in touch if you might enjoy more regular updates – you'll even receive a full monthly report for free to give you an idea of what's on offer (the monthly ranking of publisher-owned and independent studios, the top titles by format and even a sales breakdown by territory). Ad-hoc reports are available at any time on a developer's own titles – or its competitors'.

CREDIT WHERE IT'S DUE

Depending on the type of developer you are there is either rationalisation, merger, expansion, rude good health or just plain survival on the cards for your studio.

Having a hit product in what might be 'only' the third biggest territory in the world means that people will tend to sit up and take notice of your spectrum of talents.

Ultimately a studio is judged on the sales success of its games, so why shouldn't it also be recognised for the commercial achievements of all the products it creates?

This is a fascinating report and the analysis within these pages has, I'm sure, been a great read for all of you publishers and developers.

Dorian Bloch, Business Group Director,
GfK Chart-Track
Email: dorian.bloch@gfk-charttrack.com
Tel: +44 (0)20 8741 7585

01

NINTENDO

£203.63m

STATISTICS

Founded:
1947

Owned by:
Nintendo

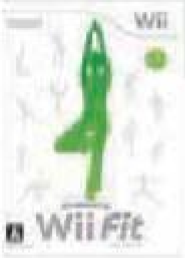
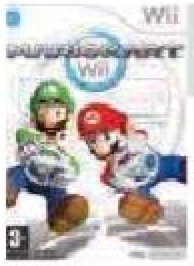
COUNTRY:

Japan

CONTACTS

Address: 11-1, Kamitoba
hokotate-cho, Minami-ku, Kyoto
601-8501, Japan

www.nintendo.co.jp

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **Wii FIT**	NINTENDO	1	Wii	APR 08	£47.34m
	2 **Wii SPORTS RESORT**	NINTENDO	1	Wii	JUL 09	£29.60m
	3 **NEW SUPER MARIO BROS. Wii**	NINTENDO	3	Wii	NOV 09	£23.90m
	4 **MARIO KART Wii**	NINTENDO	1	Wii	APR 08	£23.78m
	5 **Wii FIT PLUS**	NINTENDO	1	Wii	NOV 09	£18.08m

STUDIO PROFILE

It's hard to believe Nintendo EAD was placed down at 28th in the *Develop 100* in 2005. What changed to see it bag the top spot in 2010?

More success, obviously – but not from its game designers. Even in the dark days of the GameCube, Nintendo produced some of the best entertainment software of the era, with the system's *Zelda* outings a particular highlight.

But the fact is even if *Super Mario Sunshine* had been a genre-definer like *Mario 64*, Nintendo would have struggled to achieve *Develop 100*-topping sales. Fanboys don't like to be reminded, but GameCube didn't achieve a chart-topping installed base.

This changed with the Nintendo DS, and later with the Wii. There's now 125 million of the dual-screened handhelds out in the wild, while the Wii is in over 68 million living rooms – triple the final count of GameCubes sold to gamers. At last, Nintendo EAD has the mass audience again that its games deserve.

To focus on the hardware turnaround is not to decry the software innovation that the touch interface of the DS and the motion control of the Wii teased from Nintendo's internal teams, however. No other format holder – or publisher, for that matter – could have had any real confidence that their in-house developers could rise to the challenges of two revolutionary console launches in two years. Nintendo's revelled in them.

> ***"No other format holder or publisher could have had any real confidence that their in-house developers could take on the new and revolutionary challenges of two console launches in as many years."***

All that said, from the vantage point of 2010, Nintendo's internally-developed output looks less inspiring. Take *Wii Fit* – even its cheerleaders would admit it's more a 'Eureka!' moment followed by a marketing and manufacturing triumph, rather than a truly great game.

Some say that Nintendo's place at the top of this list proves once again that only Nintendo can survive on Nintendo hardware – but that's the point. Nintendo is able to adapt to a market that many others have failed in.

All of this points to an interesting period for Nintendo. The DS' touch interface is nothing special in the iPhone era, and the Wii is already long in the tooth. The novelty has worn off; Move and Natal pose a real challenge.

Regarding the DS, after some initial fantastic software such as *Legend of Zelda: The Phantom Hourglass* and *Nintendogs*, Nintendo EAD rested on its laurels a little. However the recently announced 3D DS is doubtless already inspiring Shigeru Miyamoto's shocktroopers of innovation to create new kinds of gameplay – the opposite to so many developers, who would focus on graphical fireworks.

The Wii may prove a trickier console to reinvigorate, though if anyone can, Nintendo can. Time will tell. For now Nintendo Entertainment Analysis and Development – to give the 500-strong division its full name – is known to be working on *Super Mario Galaxy 2* for Wii, due very soon, and a new *Legend of Zelda* title for Wii, due by the end of the year.

02

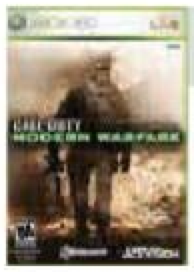
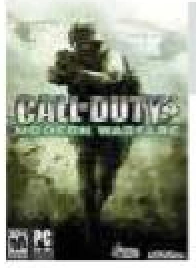
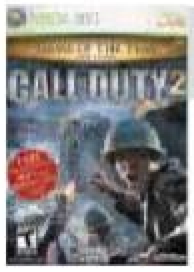
INFINITY WARD

£125.58m

STATISTICS

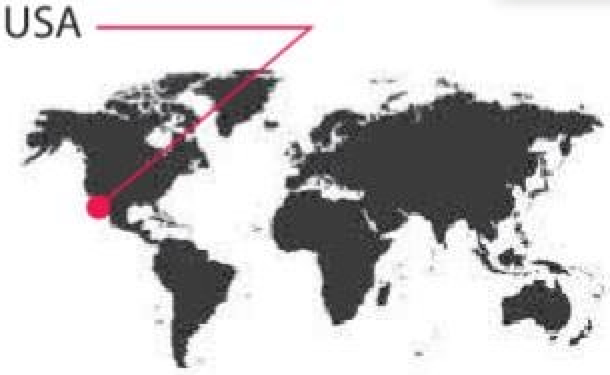
Founded:
2002

Owned by:
Activision

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	**1** **CALL OF DUTY: MODERN WARFARE 2**	ACTIVISION	1	XB360, PS3, PC	NOV 09	£111.79m
	**2** **CALL OF DUTY 4: MODERN WARFARE**	ACTIVISION	1	XB360, PS3, PC	NOV 07	£13.73m
	**3** **CALL OF DUTY 2: GAME OF THE YEAR EDITION**	ACTIVISION	149	PC, XB360	JUN 06	£0.06m

COUNTRY:

USA



CONTACTS

Address: 15821 Ventura
Boulevard Suite 590 Encino, CA
91436, USA

www.infinityward.com

STUDIO PROFILE

Man fighting man on a confusing battlefield fogged by uncertainty and subject to explosions and landmines… not necessarily the plot from Modern Warfare, but a summary of the fallout between Activision and the former bosses of Infinity Ward following the game's record-breaking success.

At the time of writing, much is unclear and more unsettled. We do know that Infinity Ward president Jason West and CEO and co-founder Vince Zampella were escorted out of Infinity Ward's offices by owner Activision in early March, with the duo fired on grounds of 'breaches of contract' and the more military-sounding charge of 'insubordination'. West and Zampella retorted days later with a lawsuit suing Activision for unpaid royalty bonuses said to amount to tens of millions of dollars. They expressed shock and bewilderment at their dismissal.

Activision counter-sued, claiming amongst much else that the pair had transformed from valuable employees into "insubordinate and self-serving schemers who attempted to hijack Activision's assets for their own personal gain." It claimed they'd mounted a whispering campaign against Activision among employees, and that they'd secretly contacted the CEO of Activision's largest competitor – unnamed, but presumed to be EA.

Finally, in early April West and Zampella emerged with a new studio cheekily called Respawn Entertainment – and a deal with EA Partners, brokered through CAA.

"The question is how much Activision believes Infinity Ward's success was down to West and Zampella's leadership? Paying less-than-crucial staff too-high salaries could look foolish after the dust settles."

Where this leaves Infinity Ward and its 100 or so employees will depend on whose story they believe. Respawn's first press release included an email address for job seekers, and it's hard to imagine Activision can stop every one of Infinity Ward's employees jumping ship.

The sales of *Modern Warfare 2* – 14 million worldwide and counting – could underwrite a lot of persuasion, but the question is how much Activision believes Infinity Ward's success was down to West and Zampella's leadership? Paying less-than-crucial staff too-high salaries could look foolish after the dust settles.

The next *Call of Duty* game is due from Treyarch – less favoured among *CoD* connoisseurs. Activision has tried to shore up concerns by confirming a brand new *CoD* game is in development for 2011, which will see the shooter morph into an action adventure for at least one outing – but that's being developed by newly-minted Sledgehammer Games. A leaked Activision memo states Infinity Ward is "central to *Call of Duty*'s future". But for how long? For now the studio is being run by Activision's CTO Steve Pearce and its head of production Steve Ackric. DLC packs for *Modern Warfare 2* are the priority.

Whatever happens, Infinity Ward will be high in the *Develop 100* again in 2011. And that's something staff of IW both past and present should be proud of – whether the studio lives to fight on, its legacy is still the one to beat for studios in the West.

03

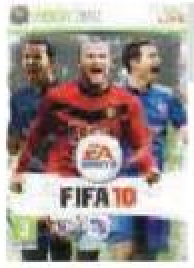
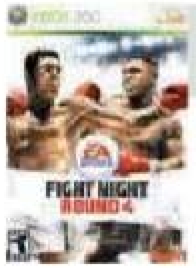
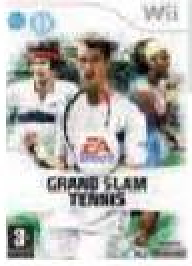
EA CANADA

£100.99m

STATISTICS

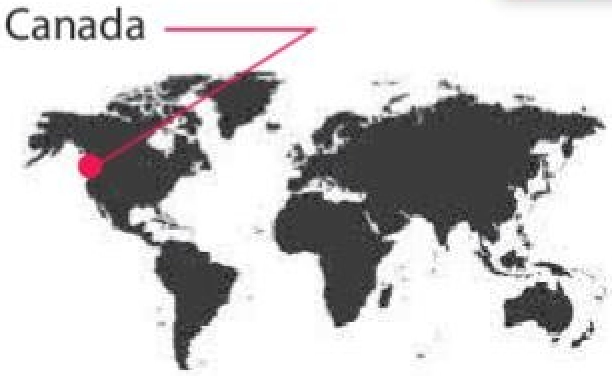
Founded:
1983

Owned by:
Electronic Arts

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	**1** **FIFA 10**	ELECTRONIC ARTS	1	XB360, PS3, Wii	OCT 09	£58.76m
	2 **FIFA 09**	ELECTRONIC ARTS	1	XB360, PS3, PSP Wii, PS2, PC	OCT 08	£14.85m
	**3** **FIGHT NIGHT ROUND 4**	ELECTRONIC ARTS	1	XB360, PS3	JUN 09	£10.21m
	4 **EA SPORTS ACTIVE**	ELECTRONIC ARTS	1	Wii	MAY 09	£8.23m
	**5** **GRAND SLAM TENNIS**	ELECTRONIC ARTS	10	Wii	JUN 09	£3.48m

COUNTRY:

Canada



CONTACTS

Address: 4330 Sanderson Way,
Burnaby, British Columbia V5G
4XI, Canada

www.ea.com

STUDIO PROFILE

As The Emperor might have said to Luke in *Return of the Jedi* if only the *Develop 100* had been around back then: "Now witness the awesome power of the world's greatest sports franchise at the height of a console cycle". (Presuming LucasArts would have let the Sith Lord big up a rival, of course.)

Fact is, old battles about EA Sports sequels representing the dark side of gaming have been shouted down by the masses.

Don't be fooled into thinking *FIFA 10* plays second fiddle to *Modern Warfare 2* in the UK. the game sold 4.5m copies worldwide between its October 1st release date and the end of 2009, after shifting 1.7 million across Europe in its first week. Sales have now passed the 10 million mark, and even that doesn't emphasise the full force of *FIFA 10*. Like any good blockbuster these days, it's supported by DLC, in this case the *FIFA 10 Ultimate Team* card-trading management mode that costs around £4 to download.

What's likely to be even more gratifying than commercial success for EA Canada's *FIFA* developers (headed by a Brit, Dave Rutter, incidentally), is that *FIFA* is now outplaying its erstwhile Konami rival, as well as outselling it.

EA Canada developed the lead Xbox 360 and PlayStation 3 versions, and both have scored into the 90s everywhere, as opposed to *Pro Evolution Soccer*'s high 70s. *Fight Night Round 4* and *EA Sports Active* also scored in the 80s, with only Grand Slam Tennis letting the developer down – but even that scored a still-respectable 78 on Metacritic.

It all proves that EA Canada is a quality outfit as well as the most dependable commercial engine for EA, alongside *Madden* shop EA Tiburon.

> ***"FIFA 10 isn't just second only to Modern Warfare 2 in the UK – the title sold 4.5 million copies worldwide between its October 1st release date and the end of 2009, after shifting 1.7 million across Europe in its first week."***

Yet not even great reviews and stellar sales kept EA's Vancouver offices safe from EA's bloodletting of the past 18 months.

The first clue came when EA cancelled a planned office in downtown Vancouver in late 2008, which would have run independently of EA Black Box and the main EA Canada offices, based in the suburb of Burnaby.

Sister studio Black Box (responsible for *Skate* and Need For Speed) got the chop next, with surviving staff relocated to Burnaby. Finally, job cuts reportedly running to 'hundreds' hit Burnaby in November 2009.

In all, we estimate EA Canada's workforce fell from over 1,800 in 2008 to less than 1,500 by the end of last year.

Doubtless alerted to this decline, British Columbia's provincial government proposed new labour tax breaks to game developers like Electronic Arts in February 2010. We presume these incentives, plus the massive success of *FIFA* and *Fight Night 4*, will finally stem the job losses at EA Canada, which is currently readying *2010 FIFA World Cup* ahead of the kick off in South Africa in June, among many other projects.

04

UBISOFT MONTREAL

£59.71m

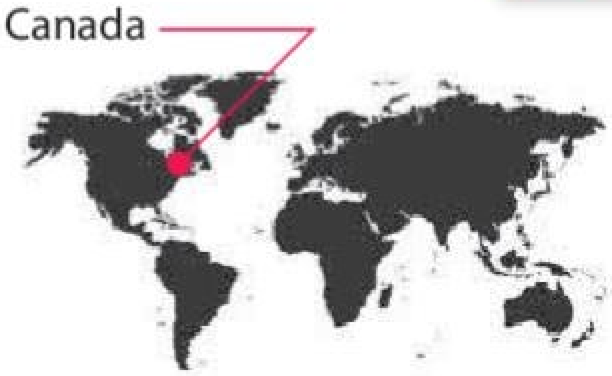
STATISTICS

Founded:
1997

Owned by:
Ubisoft Montreal

COUNTRY:

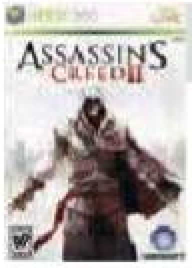
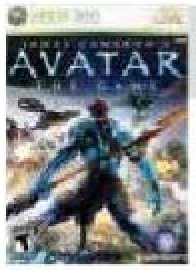
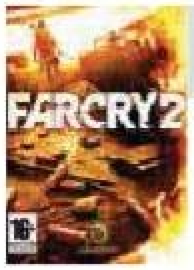
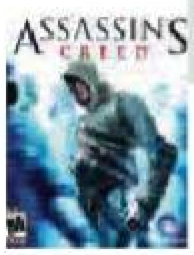
Canada



CONTACTS

Address: 5505 boul Saint-Laurent, Suite 5000, Montreal H2T 1S6, Quebec, Canada

www.ubisoftgroup.com

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **ASSASSIN'S CREED II**	UBISOFT	2	XB360, PS3	NOV 09	£35.64m
	2 **JAMES CAMERON'S AVATAR: THE GAME**	UBISOFT	8	XB360, PS3, Wii DS, PSP, PC	DEC 09	£5.62m
	3 **SHAUN WHITE SNOWBOARDING**	UBISOFT	16	WII, XB360, PS3 PSP, PS2, PC, DS	NOV 08	£3.98m
	4 **FAR CRY 2**	UBISOFT	2	XB360, PS3, PC	NOV 08	£3.55m
	5 **ASSASSIN'S CREED**	UBISOFT	1	PS3, XB360, PC	NOV 07	£2.44m

STUDIO PROFILE

Whether measured by headcount, IP value, or industry profile, Ubisoft Montreal is one of the world's largest developers.

With staff numbers approaching 2,000 (and Ubisoft having stated it aspires to employ 3,000 in Montreal), this is a behemoth to give the CEOs of smaller studios a size complex – a true monster of the digital age. Appropriately, it's housed in a converted textiles warehouse, echoing the industrial past – albeit by spinning compelling yarns rather than weaving loom.

Just consider the vast resources dedicated to *Assassin's Creed II*. When *Develop* visited last autumn, we were told 250 employees were working on the game – but some insiders whispered the number was closer to double that. Other companies around the world may have looked enviously at the tax breaks Canadian companies have enjoyed that has enabled them to balloon to such numbers, but surely Ubisoft Montreal's CEO Yannis Mallat just occasionally reads about a half-a-dozen strong developer of downloadable games and turns slightly envious himself?

If so, he surely quickly takes solace in the stellar roster of games his army of developers work on. The Montreal-originated *Assassin's Creed* contrasts neatly with the studio's other big hit of 2009, *James Cameron's Avatar: The Game*; the juxtaposition between Ubisoft's own blue chip IP and the Hollywood licence typifying the mix at Montreal. It's worth noting too the long tail of Montreal-developed games, which further bolsters its chart placing.

Whether such super-sized developers represent the future or the past of the industry remains moot. Certainly, Ubisoft Montreal points to the usual benefits, such as cross-collaboration, flexible team sizing, and the economies of scale that enable it to develop its own game engine, Anvil. The Montreal subsidiary also boasts an animation division, Ubisoft Digital Arts, an area of expertise that was bolstered with the acquisition of CGI house Hybride in June 2008.

Ubisoft Montreal recently finished *Tom Clancy's Splinter Cell: Conviction* and *Prince of Persia: The Forgotten Sands*, while work continues on the new *Shaun White Skateboarding* for later this year. It's also working on *Assassin's Creed Episodes*, which will introduce an online multiplayer mode (and will buck the bi-annual trend by hitting this winter), and also developing *Far Cry 3* – although no details have been released about that yet.

It will be intriguing to see how Ubisoft Montreal responds to the changing market, once the economic clouds have cleared and we get a better sense of how much of the downturn in game sales was structural. Arch-rival Electronic Arts has been shedding studios and staff. Will Ubisoft Montreal regret holding the line, or will it emerge as one of the few operations in the world capable of creating the volume of content required for any eighth generation of hardware?

> ***"It will be intriguing to see how Ubisoft Montreal responds to the changing market, once the economic clouds have cleared. Arch-rival EA has been shedding staff. Will Ubisoft Montreal regret holding the line?"***

05

FOUNDATION 9

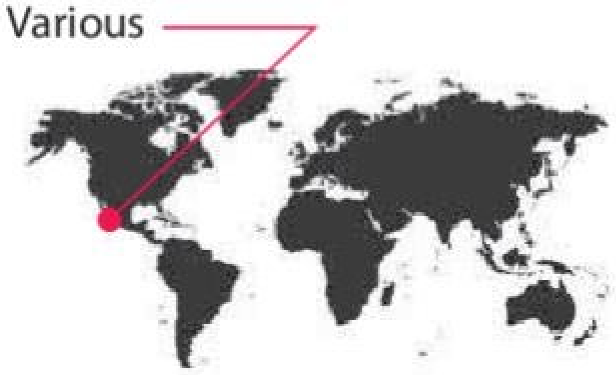
£36.83m

STATISTICS

Founded:
2007
(Sumo Digital formed in 2003)

Independent
(Organisation consists of six studios: Sumo Digital, Backbone Entertainment, Double Helix Games, Griptonite Games Pipeworks Software, and ImaginEngine)

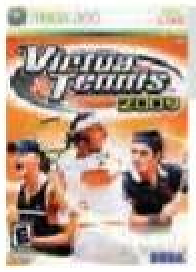
COUNTRY:



CONTACTS

Address: 17600 Gillette Ave,
Suite 100, Irvine, CA 92614, USA

www.f9e.com

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**F1 2009**	CODEMASTERS	10	Wii, PSP	NOV 09	£5.53m
2	**SEGA MEGA DRIVE ULTIMATE COLLECTION**	SEGA	6	PS3, XB360	FEB 09	£5.41m
 3	**VIRTUA TENNIS 2009**	SEGA	7	PS3, XB360, Wii, PC	MAY 09	£5.22m
4	**SEGA SUPERSTARS TENNIS**	SEGA	5	XB360, Wii, DS PS3, PS2	MAR 08	£3.40m
5	**SILENT HILL: HOMECOMING**	KONAMI	11	XB360, PS3, PC	FEB 09	£1.92m

STUDIO PROFILE

A multi-site work-for-hire developer, Foundation 9 was formed from multiple acquisitions – and, more recently, mergers and closures – and consisted at the last count of six distinct studios.

While Foundation 9 is often thought of as a largely American developer (and a rather mystifying developer, too, without many big name games to its name, or those of its studios for that matter) as its success at retail in 2009 suggests, the UK's Sumo Digital is a key cog within the organisation.

Founded in 2003 by veterans of Gremlin Interactive (later Infogrames, following Gremlin's acquisition) Sumo shot to prominence with a superb version of *Outrun*, and was snapped up by Foundation 9 Entertainment in 2007, a year after the latter received multi-year VC-backing of reportedly up to $150 million.

Foundation 9 didn't just buy a great developer when it bought the Sheffield studio – it also acquired Sumo's CEO James North-Hearn, who immediately became MD of Foundation 9 Europe. Then in March 2008 North-Hearn became CEO of the entire Foundation 9 operation, meaning this 'American' developer has a well-known Brit at its helm.

It's not been the easiest time to manage a massive work-for-hire games developer, and North-Hearn and his team have had to make some tough decisions over the past 18 months. Citing 'market conditions', and the need to align its production capacity accordingly, summer 2009 saw Foundation 9 merge its two Washington-based studios Amaze and subsidiary studio Griptonite, with the studio head of Griptonite, J.C. Connors, taking charge of the combined operation.

> ***"Foundation 9 is often thought of as a largely American developer (and a rather mystifying one at that). But as its success at retail in 2009 suggests, its UK studio Sumo Digital is a key cog within the organisation."***

As part of the same restructuring, Foundation 9 closed Amaze's specialist handheld developer Fizz Factor, and it also reduced the headcount at Double Helix Games, the Californian outfit that it formed in 2007 by merging two veteran names, Shiny Entertainment and The Collective.

The Foundation 9 group today consists of six developers – Sumo Digital, Backbone Entertainment, Double Helix Games, Griptonite Games, Pipeworks Software, and ImaginEngine – with Sumo also having an Indian division. The company states it currently employs nearly 700 people, and stresses the benefits of a structure that combines the independent spirit of its component studios along with the financial controls and best practices of a larger company.

Foundation 9 has produced a bewildering array of games (or SKUs for particular formats) for pretty much every publisher in the business. One key title it is currently known to be working on is *Dr Who: The Adventure Games* – a quartet of free downloadable games for PC and Mac. These are being developed for the BBC by Sumo Digital, in conjunction with development legend Charles Cecil.

Another high-profile project is *Front Mission Evolved*, which Double Helix is developing for Square Enix.

06

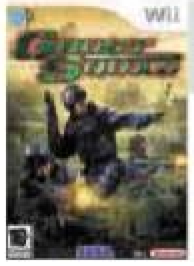
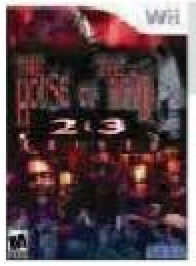
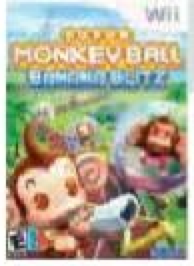
SEGA STUDIOS JAPAN

£35.93m

STATISTICS

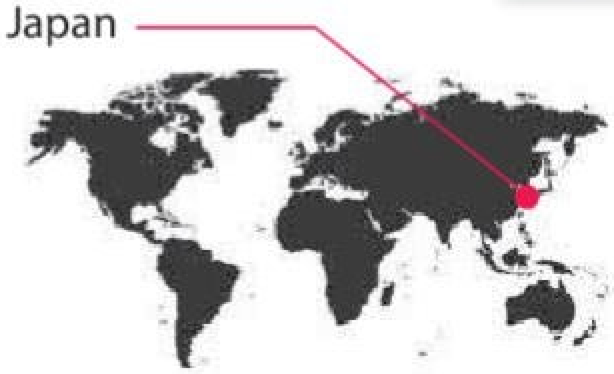
Founded:
1960

Owned by:
Sega

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	MARIO AND SONIC AT OLYMPIC WINTER GAMES	SEGA	3	Wii, DS	OCT 09	£22.79m
2	MARIO AND SONIC AT THE OLYMPIC GAMES	SEGA	1	Wii, DS	NOV 07	£10.52m
 3	GHOST SQUAD	SEGA	17	Wii	JAN 08	£0.77m
 4	THE HOUSE OF THE DEAD 2 & 3 RETURN	SEGA	17	Wii	MAR 08	£0.70m
 5	SUPER MONKEY BALL: BANANA BLITZ	SEGA	40	Wii	DEC 06	£0.41m

COUNTRY:

Japan



CONTACTS

Address: 1-2-12 Haneda, Otaku,
Tokyo 144-8531, Japan

www.sega.jp

STUDIO PROFILE

The *Develop 100* has always split out the revenues generated by Sega subsidiary Sonic Team from its parent.

But that's definitely not the same thing as splitting out the income generated by the spiky hedgehog and his friends – as a glance at Sega's best-selling games of 2009 starkly shows.

For Sonic those 'friends' are as crucial as Ringo Starr's were.

When Nintendo and Sega teamed up for 2007's *Mario & Sonic at the Olympic Games*, it first seemed a joke, then a novelty act – and finally, as Sonic's solo adventures continued to disappoint, almost an act of pity by Nintendo. But similar to how Bill Gates' backing of Apple and Steve Jobs in the late 1990s looked bizarre and unthinkable and yet has proved canny, so Sonic and Mario in partnership turned out to be vastly more lucrative than anyone expected.

By the time *Mario & Sonic at the Winter Olympics* was announced in February 2009, the first game had sold 10 million copies. Thanks to the greater penetration of the Wii and DS since then, the Winter Olympics title should do almost as well, despite winter pursuits leaving most of us cold. According to Sega parent Sega Sammy Holdings' most recent financial statement, the game had sold 5.6 million units by the end of 2009.

Yet while number six in the *Develop 100* is obviously a cracking result, it wasn't supposed to play out like this when Sega exited the home console hardware business. Then, game pundits and insiders spoke about Sega becoming a 'multiformat Nintendo', as its famed designers broke free of the shackles of any one platform. Yet going on 2009's performance, Sega's internal developers are still leaning on a hardware format (and a mascot) – except one it doesn't even control.

“When it comes to internal development, Sega's restructuring efforts tells its own story. It closed its UK Racing Studio in 2008, for instance – and the company has just shut down Sega Studios San Francisco.”

As a publisher Sega is enjoying more success. Platinum Games' debut title *Bayonetta*, for instance, has sold well over a million copies, and the veteran-stuffed studio is making more games for Sega (though the second, the Noir-ish Wii shooter *MadWorld*, disappointed at retail). We've already seen the success of *Football Manager 2010* in the Develop 100, and Sega also has Gearbox's *Aliens: Colonial Marines* and Obsidian's *Alpha Protocol* in the works, among others.

But when it comes to internal development, Sega's restructuring efforts (which saw it close its UK Racing Studio in 2008, for instance) tells its own story.

The company has just shut down Sega Studios San Francisco with the comment: “Moving forward, Sega will continue to pursue external development opportunities all over the world and will continue to grow the renowned Sega brand.”

If and when Mario and Sonic's Olympic outings come to an end, the writing is on the wall for Sega's place in the *Develop 100*.

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Microsoft game studios

KROME STUDIOS

07

CAPCOM

£31.87m

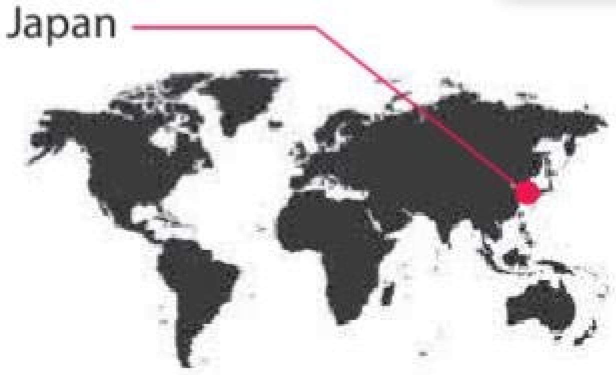
STATISTICS

Founded:
1979

Owned by:
Capcom

COUNTRY:

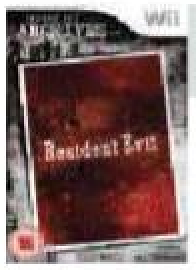
Japan



CONTACTS

Address: 3-1-3
Uchihirano-machi, Chuo-ku,
Osaka 540-0037, Japan

www.capcom.co.jp

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	**RESIDENT EVIL 5**	CAPCOM	1	XB360, PS3, PC	MAR 09	£18.54m
	2	**STREET FIGHTER IV**	CAPCOM	1	PS3, XB360, PC	FEB 09	£10.42m
	3	**MONSTER HUNTER: FREEDOM UNITE**	CAPCOM	25	PSP	JUN 09	£0.93m
	4	**DEAD RISING: CHOP TILL YOU DROP**	CAPCOM	75	Wii	FEB 09	£0.44m
	5	**RESIDENT EVIL ARCHIVES**	CAPCOM	74	Wii	JUN 09	£0.32m

STUDIO PROFILE

Capcom has steadily climbed the *Develop 100* over the past few years, with this year's showing a new high for the 27-year old Japanese giant. It's ironic perhaps that it has done so on the back of two of the oldest and most enduring franchises still fit-for-purpose in gaming.

Resident Evil 5 was widely-praised for its incredible graphics and enjoyed solid reviews, although it didn't score quite as highly as its predecessor. Less welcome were accusations of racism that dogged the survival horror title; UK ratings board the BBFC looked at certain aspects of the gameplay and rejected the claims. Regardless, within three months it had sold five million copies worldwide, becoming the fastest-selling *Resident Evil* game in the series' 14-year old history.

Street Fighter IV marked perhaps a more surprising return of an old slugger, with the title garnering spectacular acclaim.

Within a couple of months of Capcom's financial results to March 2009, the game had shifted 2.5 million copies; having been released much earlier in the year than most retail blockbusters, it had plenty of time to run up impressive UK sales, too.

Not all Capcom's big domestic success are universal blockbusters, however. *Monster Hunter Freedom Unite* didn't contribute much to Capcom's UK tally. In Japan, the series is a phenomenon, having sold well over 3.5 million copies by the middle of 2009. Perhaps *Monster Hunter* suffers from the disenchantment of the UK's hardcore gaming community with PSP? It will be interesting to see if its Wii incarnation, *Monster Hunter Tri*, does better when it launches here this year.

> ***"The company puts its recent success down to a restructuring that has made Capcom more outward-looking than many of the Japanese old guard. It was the first Japanese company to release titles on Valve's Steam, for instance."***

In general, Capcom prefers franchises that straddle platforms – and indeed media. Its self-proclaimed 'Single Content Multiple Usage' strategy aims to migrate its intellectual properties far and wide. Thus while home video games is by far the biggest of Capcom's five operating units with nearly 70 per cent of total sales, its growing mobile business, its arcade game development and operation businesses, and even its relatively tiny moves (in financial terms) to migrate its brands to everything from music CDs to comics to a theatrical production of *Phoenix Wright: Ace Attorney* – yes really – are seen as equally important spokes in the wheel.

The company also puts its recent success down to a restructuring that has made Capcom more outward-looking than many of the Japanese old guard. For instance, it was the first Japanese company to release titles on Valve's Steam, and its last financial report trumpeted how overseas sales had edged ahead of domestic revenues. It's also keenly, if carefully, turned to external non-Japanese studios for sequels to the likes of *Dead Rising* and *Final Fight*.

At the last count Capcom had nearly 2,000 staff, taking in all its operating divisions and subsidiaries; there's no breakdown as to how many work in game development.

08

TREYARCH

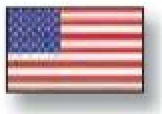
£30.99m

STATISTICS

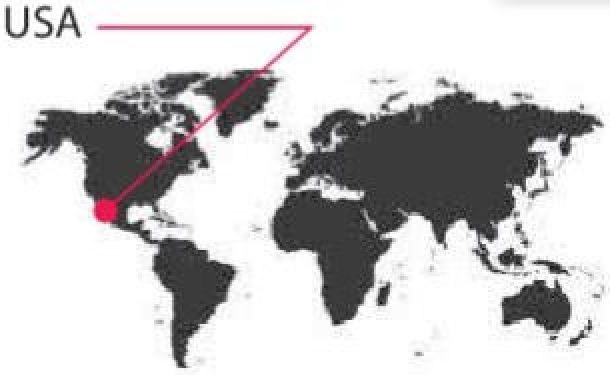
Founded:
1996

Owned by:
Activision

COUNTRY:



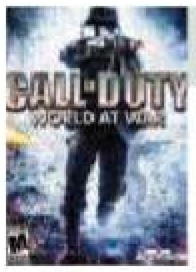
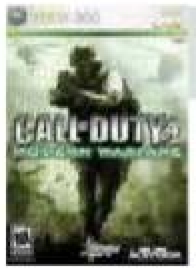
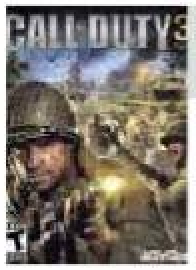
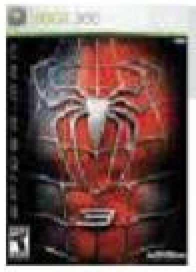
USA



CONTACTS

Address: 100 N. Sepulveda Blvd,
Suite 1100, El Segundo, CA.
90245, USA

www.treyarch.com

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **CALL OF DUTY: WORLD AT WAR**	ACTIVISION	1	XB360, PS3, Wii PC	NOV 08	£24.02m
	2 **QUANTUM OF SOLACE**	ACTIVISION	7	XB360, PS3	NOV 08	£3.53m
	3 **CALL OF DUTY 4: MODERN WARFARE REFLEX EDITION**	ACTIVISION	1	Wii	NOV 09	£2.41m
	4 **CALL OF DUTY 3**	ACTIVISION	3	Wii, XB360, PS3 PS2, XB	NOV 06	£0.89m
	5 **SPIDER-MAN 3**	ACTIVISION	1	XB360, PS3	MAY 07	£0.09m

STUDIO PROFILE

The Californian powerhouse developer Treyarch only released one new title onto the UK High Street in 2009 – the Wii version of 2007's blockbuster *Call of Duty 4: Modern Warfare*. Despite tagging the word 'Reflex Edition' onto the already lengthy game name, Treyarch's Wiimote and Nunchuck take on Infinity Ward's acclaimed shooter was more faithful than gamers had any right to expect a Wii game to be. The title earned strong reviews, and it has sold well to older brothers and dads who couldn't stand to bowl another ball on Wii.

> ***"The recent upsets at Infinity Ward will presumably further strengthen Treyarch's position in the Activision stable in the months ahead. The studio already escaped the axe when its parent cut studios across its ranks."***

Reflex Edition is another *Call of Duty* title in the bank for Treyarch, whose UK sales performance last year shows how far we've come from the old era of six-week shelf-lives in videogaming. 2008's *Call of Duty: World at War* was still selling a year later in volumes sufficient to bankroll an entire small publisher. It was helped of course by the immense publicity for sister studio Infinity Ward's *Call of Duty: Modern Warfare 2*, which wasn't released until November 2009. But further assistance came from the game's sheer quality – demonstrated by the strong initial reviews – as well as the steady release throughout 2009 of extra *World at War* downloadable content, which even added zombies to the more familiar World War II mix. The undead subsequently made it into an iPhone version of the title, too.

Treyarch was founded in 1996, and is one of a plethora of Activision owned studios to feature in this year's *Develop 100*. Debuting with the lamentable *Die by the Sword* for Interplay, the company didn't get off to an auspicious start, and indeed unlike many great game developers Treyarch didn't hit its stride in terms of critically well-received software until after its 2001 acquisition by the U.S. publishing giant.

According to a posting on LinkedIn by a senior animator last May, Treyarch has been at work on *Call of Duty 7* for at least a year, though Activision has not officially confirmed the studio is behind the inevitable update.

Call of Duty 7 (most likely a working title) is expected to arrive this Christmas, and there's been intriguing gossip that it could make use of some form of subscription-based revenue model, after Activision Blizzard executives pointed analysts during a conference call towards the money the company earns from monthly payments with *World of Warcraft*.

In 2005 Treyarch merged with another Activision acquisition, Gray Matter Interactive of Los Angeles, and while official details are scant, we estimate the studio currently employs at least 200 people. The recent upsets at Infinity Ward will presumably further strengthen Treyarch's position in the Activision stable in the months ahead. The studio already escaped the axe when its parent cut workers and indeed entire companies across its ranks of developers in early 2010, including shutting down Treyarch's Santa Monica-based peer, Luxoflux.

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- modeling of 2 off-road vehicles
- 15 destructible next generation realtime vehicles
- 5 main characters
- 60+ next gen race cars
- final engine integration
- reference photo shoots
- technica
- complete
  integrati
- mocap &
- 15 chara
- 3 boss e

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PlayStation 2
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ation
) & animation supervising
racter assets
enemies

state-of-the-art and true to original exterior/interior work for 18 cars

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XBOX 360
FORZA MOTORSPORT
XBOX 360
CRACKDOWN 2
XBOX 360
LIVE
SPLIT/SECOND VELOCITY
BLACKROCK STUDIO

EXCEEDING EXPECTATIONS

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game studios feature in the **develop**100

09

YUKE'S

£30.06m

STATISTICS

Founded:
1993

Independent

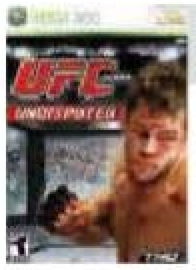
COUNTRY:

Japan

CONTACTS

Address: 4-45-1 Ebisujima,
Sakai, Osaka 590-0985, Japan

www.yukes.co.jp

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
 1	**UFC 2009: UNDISPUTED**	THQ	1	XB360, PS3	MAY 09	£13.47m
2	**WWE SMACKDOWN VS RAW 2010**	THQ	5	XB360, PS3, Wii PSP, PS2	OCT 09	£8.59m
3	**WWE SMACKDOWN VS RAW 2009**	THQ	5	XB360, PS3, Wii PS2, PSP	NOV 08	£3.64m
4	**WWE LEGENDS OF WRESTLEMANIA**	THQ	4	XB360, PS3	MAR 09	£3.62m
5	**WWE SMACKDOWN VS RAW 2008**	THQ	2	XB360, PS3, PS2, Wii, DS, PSP	NOV 07	£0.47m

STUDIO PROFILE

When we published the third *Develop 100* in 2007, no lesser publication than *The Guardian* singled out one particular entry with the following comment: "Number 8 is a bit of a mystery; does anyone know Japanese developers Yuke's?"

We knew exactly where it was coming from – when we first saw the name 'Yuke's' spewned out by our data-crunchers back during the first *Develop 100*'s production in 2005, we weren't wildly better informed, either. Unless you're both a fan of wrestling games and the kind of fan who looks beyond the publisher's label to work out who made the game, Yuke's is probably an unknown quantity to you, too. At *Develop* we're certainly developer spotters, but while we're happy to pretend to be men in tights in a wide variety of genres, wrestling has never really done it for us, making Yuke's a perennial enigma.

And Yuke's is certainly an oddity. The company, which reportedly numbers less than 100 staff, is independent of its long-time partner THQ, despite creating wrestling games for the publisher since the late 1990s. With that relationship spanning an era where developers were gobbled up like whitebait, that's unusual. THQ does hold a minority stake in Yuke's though, and the publisher and developer enjoy a long term 'strategic relationship' that makes it less straightforward for either company to hop into bed with another.

> ***"THQ holds a minority stake in Yuke's and both publisher and developer enjoy a long term 'strategic relationship' that makes it less straightforward for either company to hop into bed with another."***

On the licensing level, as you'd expect with a series that has sold around 50 million copies and generated $1.4 billion worldwide, the WWE franchise has thrown up occasional spats – okay, full-blown legal disputes – between THQ and toy company Jakks Pacific, who were long the joint licensors of the WWE rights, as well as with the World Wrestling Entertainment, Inc, the franchise's owner.

The latest of these ended in late 2009 with an announcement from THQ that the lawsuit had been settled, with THQ agreeing to pay the WWE $13.2 million and Jakks $20 million over the next four years. In addition, THQ's joint venture with Jakks Pacific also came to an end.

There were clearly no hard feelings with the WWE, however, since THQ announced at the same time that it had signed a new deal to be the sole WWE game publisher for the next eight years – three years further than the previous run.

This news alone bodes well for Yuke's future performance in the *Develop 100*, but besides the blockbuster WWE games, Yuke's has also developed a new line in *Ultimate Fighting Championship* games for THQ. The first game was very well-received by reviewers and public alike, selling over 3.5 million worldwide by February this year. Yuke's has just finished work on a sequel, *UFC Undisputed 2010*, released in May 2010. All of which means that Yuke's future is secure.

10

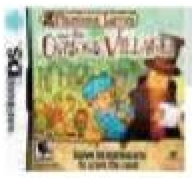
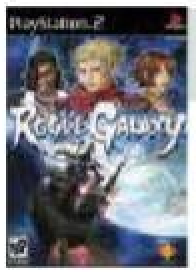
LEVEL-5

£29.14m

STATISTICS

Founded:
1998

Independent

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **PROFESSOR LAYTON AND THE CURIOUS VILLAGE**	NINTENDO	3	DS	SEPT 08	£15.75m
	2 **PROFESSOR LAYTON AND PANDORA'S BOX**	NINTENDO	2	DS	SEPT 09	£13.38m
	3 **ROGUE GALAXY**	SONY	70	PS2	SEPT 07	£0.01m

COUNTRY:

Japan

CONTACTS

Address: 1-20-3 Kamiyo Yakuin Building, Chuo-ku, Fukuoka-shi, Fukuoka-ken, 810-0012, Japan

www.level5.co.jp

JASTER
STEVE
DEEGO

STUDIO PROFILE

While Japanese consumers are enjoying the second trilogy of the *Professor Layton* games, here in the Europe we're precisely two titles in.

The latest, *Professor Layton and Pandora's Box*, was first released in Japan in 2007, but it didn't hit UK retailers until September 2009. At this rate, we'll be cradling antique DSes in our hands while taking heli-cabs to the space port at Canary Wharf before we Brits get to finish the series.

> ***"There's more to Level-5 than its top-hatted supersleuth. Since its first game, the high-profile PlayStation 2 RPG Dark Cloud, the studio has been very prolific. But few of its games have made it outside of Japan."***

Such frustrated riffing is common among UK *Layton* fans, which revelas the kind of strange loyalty this outwardly simplistic puzzle-based adventure game inspires. *Layton*'s characters are so gently drawn – the cartoon graphics so charming, and the stories so unassumingly compelling – that most players scarcely notice they're wandering around in what's essentially a non-linear puzzle book.

Accordingly, the *Layton* series has sold millions at home and abroad, and has thus underwritten the expansion of its Japanese developer Level-5, which also made its publishing debut with the franchise.

The company now numbers 210 staff, with offices in Fukuoka and – as of January – Tokyo.

CEO Akihiro Hino also spoke in February about opening a US office to expedite up the rollout of Level-5 software there.

That may seem quite some operation for the creator of a DS puzzle game – even one of Layton's potency – but there's more to Level-5 than its top-hatted supersleuth.

Founded in 1998 and kicking off with the high-profile PlayStation 2 RPG *Dark Cloud*, Level-5 has gone on to make a variety of RPGs for Sony and Square Enix (plus an infamous canned MMO for Microsoft), as well as its own self-published games. The company recently teased that it's working on unnamed Wii and PS3 games, too.

Many of Level-5's completed games have yet to make it out of its domestic territory, however.

There's been no sniff of a Western release for its DS soccer RPG *Inazuma Eleven*, for instance, bar a trademark application uncovered by eagle-eyed bloggers – and that is just one among several Level-5 franchises virtually unknown here. Indeed, we're still waiting for its DS smash hit *Dragon Quest IX: Sentinels of the Starry Skies* – Square Enix has sold four million of the blighters in Japan, but has done little more than vaguely nod towards a western release.

Perhaps the Layton-inspired shine that Level-5 enjoys among the European and North American DS cognoscenti would dim if we played too many of its Japanese games. One title that did get a release here recently was Sony's *White Knight Chronicles*. While some sites were prepared to overlook its multiplayer flaws and award it scores like 8/10, most were less impressed and the game has a sub-70 rating on Metacritic.

11

TRAVELLER'S TALES

£28.52m

STATISTICS

Founded:
1989

Owned by:
Warner Bros.

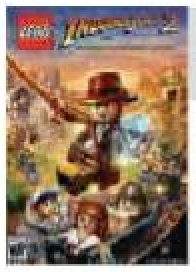
COUNTRY:

UK

CONTACTS

Address: Canute Court,
Toft Road, Knutsford, Cheshire,
WA16 0NL, UK

www.ttgames.com

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	LEGO BATMAN: THE VIDEOGAME	WARNER BROS. INTERACTIVE	2	XB360, Wii, DS, PSP, PS3, PS2, PC	OCT 08	£9.28m
	2	LEGO INDIANA JONES: ORIGINAL ADVENTURES	LUCASARTS	1	XB360, DS, Wii PSP, PS3, PS2, PC	JUN 08	£5.81m
	3	LEGO INDIANA JONES 2: ADVENTURE CONTINUES	LUCASARTS	8	Wii, XB360, DS, PS3, PSP, PC	NOV 09	£5.42m
	4	LEGO STAR WARS: THE COMPLETE SAGA	LUCASARTS	11	Wii, DS, PS3, XB360	NOV 07	£5.08m
	5	GUINNESS WORLD RECORDS: THE VIDEOGAME	WARNER BROS. INTERACTIVE	23	Wii, DS	NOV 08	£1.21m

WHILE THEY'VE GOT all the Lego blocks a four-year old could eat, they've not got programmers' block yet in Knutsford. 2009 saw Traveller's Tales revisit *Lego Indiana Jones* across the formats, and it also rocked out with *Lego Rock Band*, although this didn't make the top five by sales.

Add in the staying power of earlier games and it's no surprise there's plenty more where these hits came from (which may disappoint reviewers who are starting to mark down the games for repetition). If *Lego Harry Potter: Years 1-4* doesn't sell millions we'll eat a sorting hat, and *Lego Star Wars III: The Clone Wars* is in development, too.

In fact, fellow wholly-owned Warner Bros' subsidiary TT Games recently extended its deal with Lego to 2016, after achieving sales of nearly 50 million Lego games.

NEVERSOFT

£22.01m

12

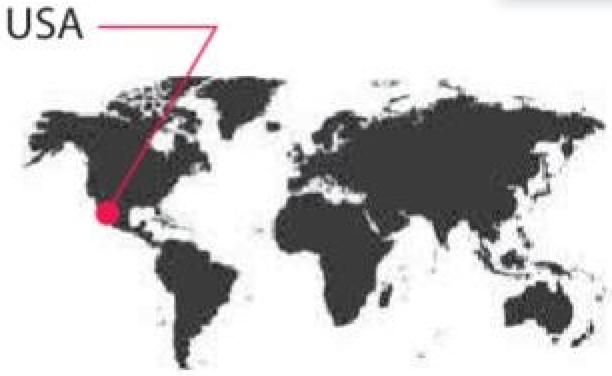
STATISTICS

Founded:
1994

Owned by:
Activision

COUNTRY:

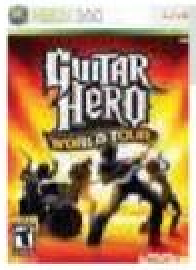
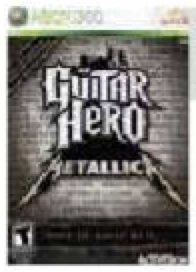
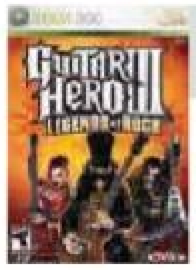
USA



CONTACTS

Address: 20335 Ventura Blvd,
Suite 320, Woodland Hills,
California, 91364, USA

www.neversoft.com

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	**1** **GUITAR HERO: WORLD TOUR**	ACTIVISION	4	XB360, PS3	NOV 08	£7.61m
	2 **GUITAR HERO 5**	ACTIVISION	1	XB360, PS3	SEP 09	£6.65m
	**3** **GUITAR HERO: METALLICA**	ACTIVISION	4	XB360, PS3	MAY 09	£3.17m
	**4** **GUITAR HERO III: LEGENDS OF ROCK**	ACTIVISION	4	Wii, XB360, PS3	NOV 07	£2.57m
	5 **BAND HERO**	ACTIVISION	42	XB360, PS3	NOV 09	£1.50m

IT'S THE BEST of times, and the worst of times, or Neversoft. Massive ongoing success with the *Guitar Hero* franchise in 2009 clearly qualifies for the 'best of' badge.

But news of layoffs in February followed by a statement from Activision saying it will cut down the number of music-based games it releases in a year – and talk that development of the *Guitar Hero* titles has been moved to Activision stablemate Vicarious Visions – is hardly a positive.

Surviving staff may someday admit that losing *Guitar Hero* was the best thing that ever happened to them – it's been being beaten in the review stakes by Rock Band, and it's clear Activision was stretching the brand. On the other hand, there's been no word on what the *Tony Hawk* and *GUN* originator will do next…

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KONAMI DIGITAL ENTERTAINMENT

13

£21.48m

STATISTICS

Founded:
2006 (from a merger of Konami studio teams)

Owned by:
Konami

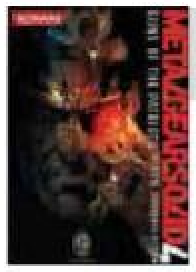
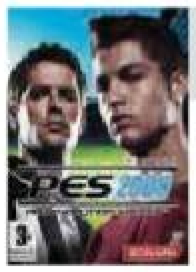
COUNTRY:

Japan

CONTACTS

Address: 9-7-2 Akasaka,
Minato-ku, Tokyo,
107-8323, Japan

www.konami-digital-entertainment.com

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **PRO EVOLUTION SOCCER 2010**	KONAMI	1	PS3, XB360, PS2 PSP, Wii, PC	OCT 09	£12.37m
	2 **PRO EVOLUTION SOCCER 2009**	KONAMI	1	XB360, PS3, Wii PSP, PS2, PC	OCT 08	£5.52m
	**3** **METAL GEAR SOLID 4: GUNS OF THE PATRIOTS**	KONAMI	1	PS3	JUN 08	£0.95m
	**4** **PRO EVOLUTION SOCCER 2008**	KONAMI	1	Wii, XB360, PS3, PS2, PSP, DS, PC	OCT 07	£0.67m
	5 **DANCING STAGE HOTTEST PARTY**	KONAMI	110	Wii	MAR 08	£0.62m

IT'S SURPRISING TO see Konami's latest *Develop 100* placing come down to a football franchise, albeit one with an illustrious past.

Sadly, 'past' could be the crucial world. Back in 2008, Konami ranked at number four in our chart, largely on the strength of the £26.7 million that *Pro Evolution Soccer 2008* achieved at UK retail. Released at the same point in 2009, the latest *PES* sold less than half as much.

Even worse, *PES* is no critically lauded underdog. According to Metacritic, EA's *FIFA 10* scores over 90, while *PES* only makes it to the high 70s.

Of course Konami is a massive operation, and this chart relates only to internally developed games. Konami fans must hope Kojima's *Metal Gear Solid: Rising* and *MGS: Peace Walker* will do the business before next year's listing.

14

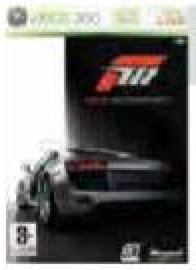
TURN 10 STUDIOS

£20.79m

STATISTICS

Founded:
2001

Owned by:
Microsoft

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
 1	**FORZA MOTORSPORT 3**	MICROSOFT	2	XB360	OCT 09	£20.38m
2	**FORZA MOTORSPORT 2**	MICROSOFT	1	XB360	JUN 07	£0.04m

COUNTRY:

USA

CONTACTS

Address: 1 Microsoft Way,
Redmond, Washington,
98052, USA

www.forzamotorsport.net

ROARING UP THE charts thanks to Xbox 360 smash *Forza Motorsport 3*, Turn 10 Studios proves familiarity need not breed contempt for game developers.

The second *Forza* title from this wholly-owned Microsoft Games Studio in just two years – and the third since 2005 – *Forza Motorsport 3* was greeted with rapturous applause by the Xbox press, who rate it the best driving game on the platform (gun-toting *GTA IV* aside). Clearly a labour of love, the studio deployed an incredible ten times as many polygons into each car model compared with the almost as well-received *Forza Motorsport 2*, which was released only 12 months previously for the same hardware.

Founded in 2001, Turn 10 enters its second decade creating DLC for *Forza 3* and, we're sure, developing Forza 4, which is rumoured to include Natal support.

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www.lightningfishgames.com

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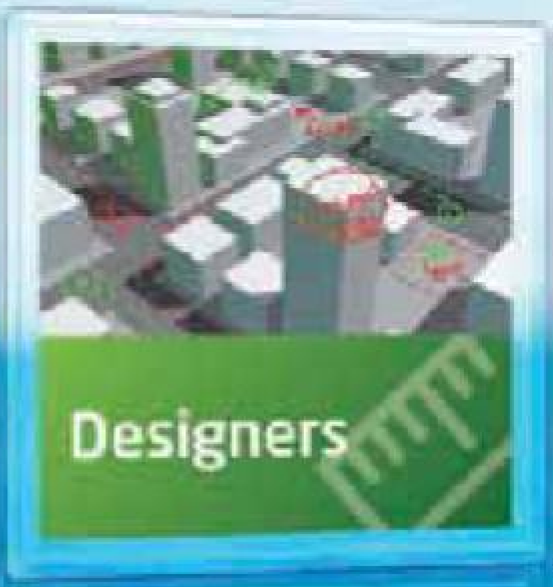
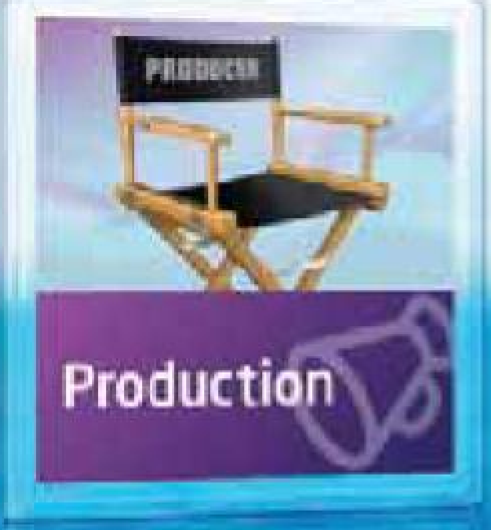
Programmers





Lead programmer

Gameplay programmers

Console programmers
(Xbox 360, PS3,Wii)

ActionScript programmers

Environment artists
(Photorealistic 3D)

UI artists
(2D & Flash)

Game designers
(All levels)

Producers
(All levels)

jobs@lightningfishgames.com

15

CODEMASTERS STUDIOS

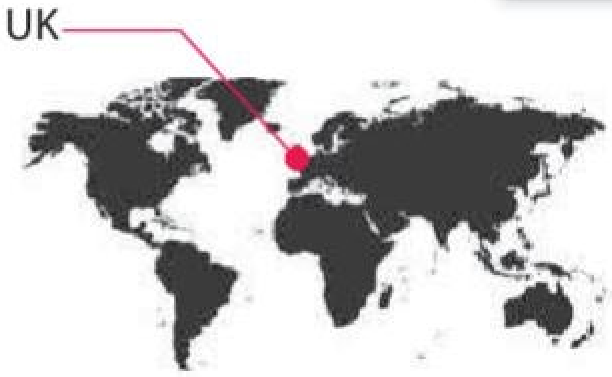
£19.20m

STATISTICS

Founded:1986

Owned by:
Codemasters

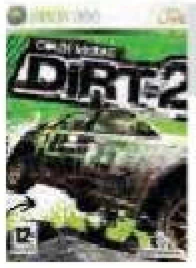
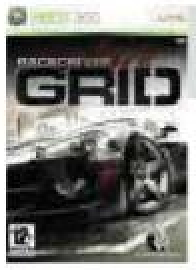
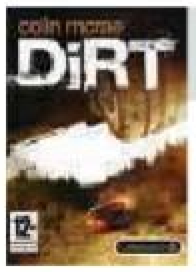
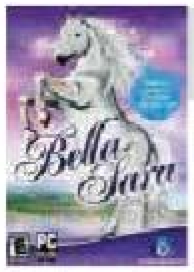
COUNTRY:



CONTACTS

Address: Stoneythorpe,
Southam, Warwickshire,
CV47 2DL, UK

www.codemasters.com

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	**OPERATION FLASHPOINT: DRAGON RISING**	CODEMASTERS	2	XB360, PS3, PC	OCT 09	£8.79m
	2	**COLIN MCRAE: DIRT 2**	CODEMASTERS	2	XB360, PS3, PC	DEC 09	£6.28m
	3	**RACE DRIVER: GRID**	CODEMASTERS	2	PS3, XB360, PC	MAY 08	£3.03m
	4	**COLIN MCRAE: DIRT**	CODEMASTERS	3	PS3, XB360, PC	JUN 07	£0.88m
	5	**BELLA SARA**	CODEMASTERS	330	DS	MAR 09	£ 0.13m

2009 SAW CODEMASTERS roll back the years, with two best-sellers very near the top of the UK charts and last year's *Race Driver: Grid* continuing to do the business.

Dirt 2 was well-received; interestingly, despite their very different genres, both it and *Operation Flashpoint: Dragon Rising* made use of Codemasters' EGO Engine.

The future could hold some very different opportunities for the Warwickshire firm, however, following news that the massive Indian conglomerate Reliance has bought 50 per cent of the company, alongside existing VCs Balderton Capital. Codemasters will work with Reliance's game division, Zapak Digital Entertainment, with the latter likely to take Codemasters' franchises to new platforms, including mobile.

Codemasters already employs 300 staff in the UK, and has annual global revenues in excess of $150 million.

16

BUNGIE

£19.04m

STATISTICS

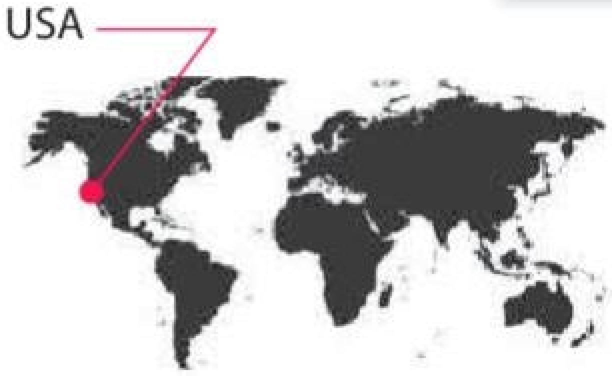
Founded:
1991

Independent

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	**HALO 3: ODST**	MICROSOFT	1	XB360	SEP 09	£15.99m
	2	**HALO 3**	MICROSOFT	1	XB360	SEP 07	£3.01m

COUNTRY:

USA



CONTACTS

Address: 434 Kirkland Way,
Kirkland WA, 98033, USA

www.bungie.net

JUDGING FROM *Halo: ODST*, Bungie is doing just fine now it's out in the realms of the independents again after splitting from Microsoft in 2007. Its first title developed since the split was lauded by nearly all reviewers – a few said it wasn't quite a full-sized retail release – and sold three million copies in less than two months.

It's expected that Bungie's next game, *Halo: Reach*, will be the last *Halo* title the studio will develop for Microsoft, which retained a minority stake in Bungie following the demerger. *Reach* is due this autumn; future iterations will be handled by new Microsoft division 343 Industries.

There's no official word on what Bungie's 160-plus employees will be developing in its new 80,000 sq.ft. offices, but it recently trademarked 'Bungie Aerospace'. Employees in interviews have confirmed an unnamed new franchise is in development.

17

SLIGHTLY MAD STUDIOS

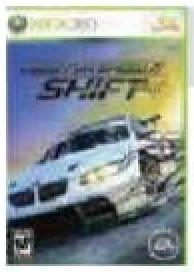
£17.65m

STATISTICS

Founded:

2009

Independent

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **NEED FOR SPEED: SHIFT**	ELECRONIC ARTS	1	PS3, XB360, PC	SEP 09	£17.65m

COUNTRY:

UK

CONTACTS

Address: 5th Floor, Mill House, 8
Mill Street, London, SE1 2BA

www.slightlymadstudios.com

WHEN GERMAN CONGLOMERATE 10tacle got into difficulties, they eventually put its UK developer Blimey! Games into administration, threatening jobs at one of London's last sizeable codeshops.

However swift footwork by Blimey!'s directors saw a new outfit, Slightly Mad Studios, swoop in to secure the stricken company's assets from the administrator in early January 2009, securing all the jobs.

Headed up by Blimey! Games' founder Ian Bell, Slightly Mad was soon revealed as the developer for EA's *Need for Speed Shift*, working in conjunction with executive producer Michael Mann at EA Black Box and Patrick Soderlund of EA Games Europe. *Shift* received great reviews across the board, and the remarkable sales that followed have landed 95-strong Slightly Mad near the top of the *Develop 100*. Bonkers – in a good way.

VICARIOUS VISIONS

£17.46m

18

STATISTICS

Founded:
1992

Owned by:
Activision

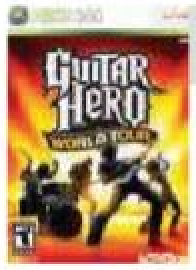
COUNTRY:

USA

CONTACTS

Address: 150 Broadway, Suite 205, Menands, New York 12204, USA

www.vvisions.com

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 GUITAR HERO: WORLD TOUR	ACTIVISION	4	Wii, PS2	NOV 08	£4.95m
	2 GUITAR HERO 5	ACTIVISION	1	Wii	SEP 09	£3.90m
	3 MARVEL ULTIMATE ALLIANCE 2	ACTIVISION	7	XB360, PS3	NOV 06	£1.68m
	4 BAND HERO	ACTIVISION	42	Wii, DS	NOV 09	£1.42m
	5 GUITAR HERO: ON TOUR DECADES	ACTIVISION	36	DS	NOV 08	£1.38m

IF THE RUMOURS are to be believed, Vicarious Visions' Wii versions of *Guitar Hero 5*, *Guitar Hero: World Tour*, and *Band Hero* have won it future lead format development duties for the *Guitar Hero* franchise, to commence following the release of the sixth title that's currently in development at recently-shrunk Neversoft.

If true, it will be some coup for a studio once best-known for its handheld games.

Wholly-owned by Activision since January 2005, but founded way back in 1990 by brothers Karthik and Guha Bala, Vicarious Visions is a rare New York area game developer.

A bit of a quiet stalking horse, as of 2008 it already had more than 150 employees, and had shipped 100 titles amount to $1 billion at retail worldwide. All those numbers will have increased since then.

19

VISCERAL GAMES

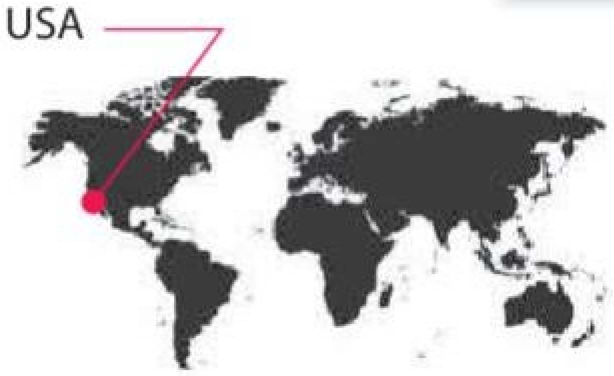
£16.48m

STATISTICS

Founded:
1982 as EA Redwood Shores, Visceral rebrand in 2009

Owned by:
Electronic Arts

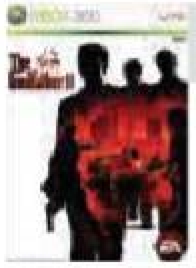
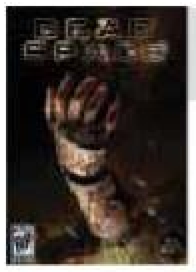
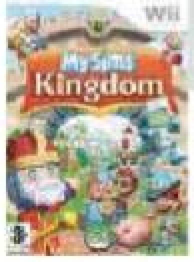
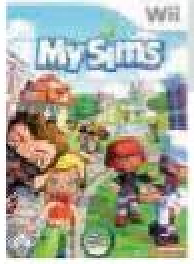
COUNTRY:



CONTACTS

Address: 209 Redwood Shores,
Parkway, Redwood City,
CA 94065, USA

www.visceralgames.com

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	THE GODFATHER II	ELECTRONIC ARTS	2	XB360, PS3, PC	APR 09	£5.68m
	2	MYSIMS AGENTS	ELECTRONIC ARTS	7	DS, Wii	SEP 09	£2.56m
	3	DEAD SPACE	ELECTRONIC ARTS	6	XB360, PS3, PC	OCT 08	£2.49m
	4	MYSIMS KINGDOM	ELECTRONIC ARTS	22	Wii, DS	OCT 08	£2.26m
	5	MYSIMS	ELECTRONIC ARTS	2	DS, Wii, PC	SEP 07	£1.20m

VISCA-WHO? DON'T worry, you're not wildly out of touch. Visceral Games is the name slapped for no obvious reason last April onto what we used to call EA Redwood Shores.

If forced to guess, we'd look through the PR message to wager that the renaming reflects EA trying to telegraph to investors that some of its output is in the same bloody ballpark as Take-Two and Activision's.

Visceral is after all the source of EA's gorier *Godfather*, *Dead Space*, and *Dante's Inferno* franchises, and there's also apparently a downloadable Jack the Ripper game in development there, too. (Many of the *Sims* titles previously handled by 'Redwood Shores' will now be made by the co-located The Sims Studio.) Visceral's two hundred employees are also working on *Dead Space 2*, which is due next year.

ROCKSTAR NORTH

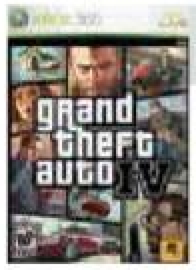
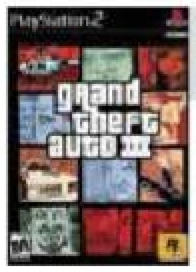
£16.30m

20

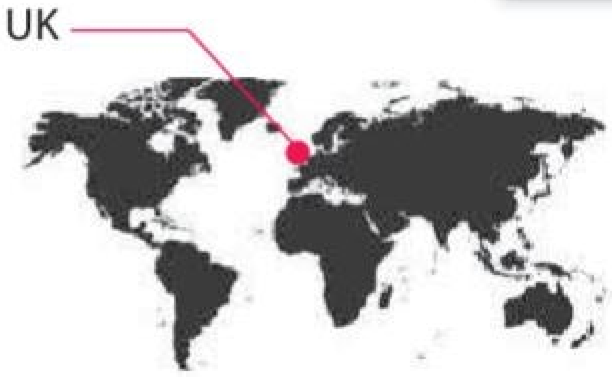
STATISTICS

Founded:
1988

Owned by:
Rockstar Games/Take-Two

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	**GRAND THEFT AUTO IV**	TAKE-TWO	1	XB360, PS3	APR 08	£8.48m
	2	**GRAND THEFT AUTO EPISODES: LIBERTY CITY**	TAKE-TWO	6	XB360	APR 10	£7.25m
	3	**GRAND THEFT AUTO: SAN ANDREAS**	TAKE-TWO	1	PS2, PC, XB	OCT 04	£0.47m
	4	**GRAND THEFT AUTO 3**	TAKE-TWO	1	PC, PS2	OCT 01	£0.04m
	5	**GRAND THEFT AUTO: THE TRILOGY**	TAKE-TWO	464	PS2, XB	NOV 05	£0.03m

COUNTRY:



CONTACTS

Address: Carlton Square,
1 Greenside Row, Edinburgh,
EH1 3AP, UK

www.rockstarnorth.com

GRAND THEFT AUTO IV not only kept selling like hot drugs in 2009 – its fabulous DLC bundle for retail outsold most of the competition, too. Forget the long tail: As a character from Liberty City might say, it's all about being Mr Big these days.

Located in Edinburgh and still wholly-owned by Take-Two Interactive (despite recurrent speculation of acquisition bids), Rockstar North is an enigma even in its home country. While Rockstar San Diego and other locations were rocked by allegations over working conditions, Rockstar North staff are either blissfully happy or in solitary confinement.

The studio is working on *Agent*, an original PS3 game being overseen by Rockstar's founding Houser brothers, who agreed a deal in late 2008 locking them in until 2012. A new *GTA* release is undoubtedly underway, too.

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?
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THE SIMS STUDIO

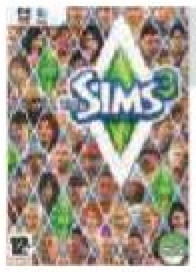
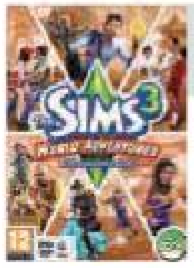
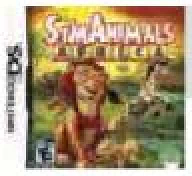
£16.22m

21

STATISTICS

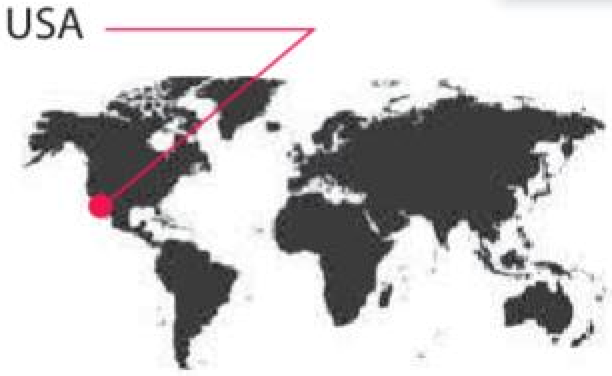
Founded:
2008

Owned by:
Electronic Arts

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	THE SIMS 3	ELECTRONIC ARTS	1	PC	JUN 09	£14.64m
	2	THE SIMS 3: WORLD ADVENTURES	ELECTRONIC ARTS	36	PC	NOV 09	£1.34m
	3	SIMANIMALS: AFRICA	ELECTRONIC ARTS	228	DS, Wii	OCT 09	£0.24m

COUNTRY:

USA



CONTACTS

Address: 209 Redwood Shores
Parkway, Redwood City, CA
94065, USA

thesims.ea.com

HALF THE GAMING world still thinks Maxis makes the *The Sims*, but that hasn't been true for years.

Maxis is all about *Spore*; instead, EA created The Sims Studio to handle the proliferation of *The Sims* IP across sequels, the next set of *MySims* console spin-offs, and countless expansion packs. Some of the latter – such as *World Adventures* – are even considered bestsellers in their own right.

However even that's not the whole story, because The Sims Studio isn't a studio, but a division of EA Play that includes several production teams, working out of EA's Redwood offices. Complicating matters further, a team from The Sims Studio has moved to EA Salt Lake City.

A console release for *The Sims 3* is rumoured this year, as well as more *MySims* games. EA has also pencilled in a new PC *Sims* product for early 2011.

22

VALVE

£16.15m

STATISTICS

Founded:
1992

Independent

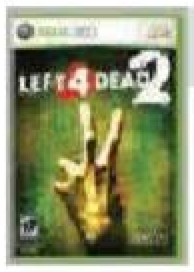
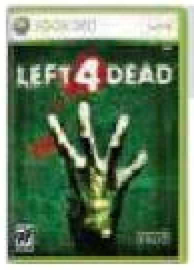
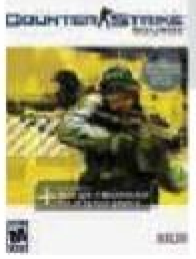
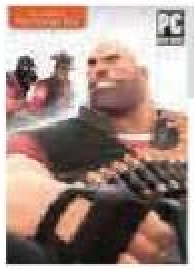
COUNTRY:

USA

CONTACTS

Address: 10500 NE 8th Street,
Suite 1000, Bellevue, MA 98009,
USA

www.valvesoftware.com

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	LEFT 4 DEAD 2	ELECTRONIC ARTS	7	XB360, PC	NOV 09	£9.98m
	2	LEFT 4 DEAD	ELECTRONIC ARTS	11	XB360, PC	NOV 08	£5.19m
	3	THE ORANGE BOX	ELECTRONIC ARTS	3	XB360, PC	OCT 07	£0.75m
	4	COUNTER-STRIKE: SOURCE	ELECTRONIC ARTS	196	PC	OCT 05	£0.11m
	5	TEAM FORTRESS 2	ELECTRONIC ARTS	637	PC	APR 08	£0.05m

NOW A SOLID three-franchise company – with *Half-Life*, *Left 4 Dead*, and *Portal* – not to mention a digital distribution pioneer with Steam, it's a wonder Valve took so long to outgrow its old Bellevue, Washington offices.

But with its headcount hitting 225, the super-developer finally transplanted to custom-built offices this year. The new place is about three times bigger, with around 100,000 sq. ft. of prime game development floor space – the perfect environment to make *Portal 2* (due late 2010) and Half-life 3 (due someday over the rainbow).

Another big change at Valve is its support for the Mac OS platform via native code and Steam. *Left 4 Dead 2* and its forerunner as well as other Valve games will be released for Apple Macs, albeit it through Steam rather than retail.

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23

NAMCO

£15.63m

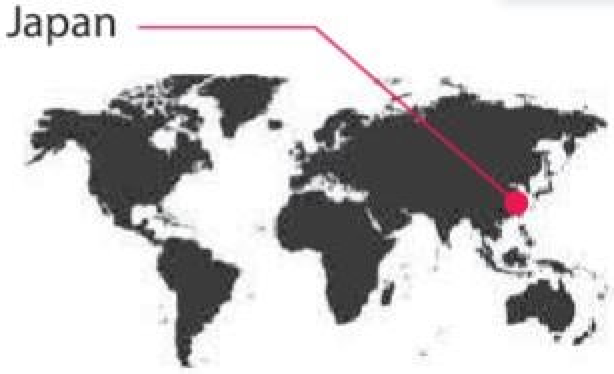
STATISTICS

Founded:
1955

Owned by:
Namco Bandai

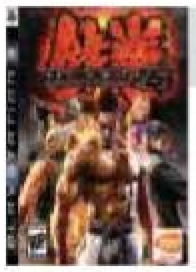
COUNTRY:

Japan



CONTACTS

Address: 9F Taiyo Seimei
Shinagawa Building, 2-16-2
Konan, Minato-ku, Tokyo, 108-0075, Japan
www.bandainamco.co.jp

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
 1	TEKKEN 6	ATARI	8	PS3, XB360, PSP	OCT 09	£6.51m
2	FAMILY SKI & SNOWBOARD	ATARI	42	Wii	FEB 09	£1.32m
3	FAMILY TRAINER: EXTREME CHALLENGE	ATARI	76	Wii	SEP 09	£1.27m
4	FAMILY TRAINER	ATARI	9	Wii	SEP 08	£1.26m
5	FAMILY SKI	NINTENDO	28	Wii	JUN 08	£1.03m

THERE IS AN interesting juxtaposition in Namco Bandai's top five sellers for 2009. The above list makes up 73 per cent of its UK sales – for other studios, its top five games tend to be its only five sellers. Namco instead has a diverse slate of games.

In its Wii Balance Board titles – branded '*Family*' in Europe – we see the newer and more casual-friendly Namco Bandai. The Wii is the single biggest platform for the its publisher parent, according to its most recent earnings report. Yet the Japanese giant's best-seller in the UK, *Tekken 6*, is very much somethin the more hardcore, pre-Bandai merger Namco of old is known for.

As with all entries in the *Develop 100*, we're counting Namco Bandai-developed games, which means several fanboy-friendly 'Namco games' like *Klonoa* made by third-party studios don't count towards this tally.

ROCKSTEADY STUDIOS

£15.26m

24

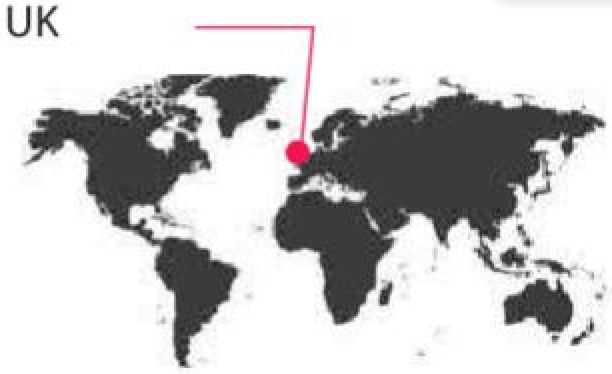
STATISTICS

Founded:
2004

Owned by:
Warner Bros (majority stakeholder; Square Enix/Eidos retains a minority share)

COUNTRY:

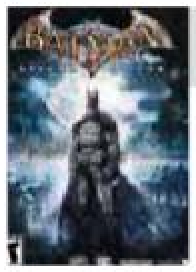
UK



CONTACTS

Address: 1 Ballards Lane,
Finchley, London N3 ILQ, UK

www.rocksteadyltd.com

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	**1** **BATMAN: ARKHAM ASYLUM**	EIDOS	1	XB360, PS3, PC	AUG 09	£15.26m

IT'S IMPOSSIBLE NOT to see Rocksteady as a phoenix that arose from the wildfire that swept through UK game development in the Noughties. Following the collapse of Argonaut in 2004, the team behind game-in-progress *Roll Call* set-up Rocksteady Studios to finish it. Rocksteady was kept afloat by a cash infusion from SCi in 2005 in exchange for a 25.1% stake; this later became Eidos' and then Square Enix Europe's as UK development continued.

Along the way *Roll Call* became 2006's *Urban Chaos: Riot Response*, and Rocksteady secured the gig to develop *Batman: Arkham Asylum*, which was released to praise-filled reviews.

Finally, Warner Bros bought Rocksteady in early 2010 – Square Enix retains its 25.1 per cent share.

Rocksteady employs around 70 staff in North London, and is hard at work on an *Arkham* follow up.

25

EA TIBURON

£14.41m

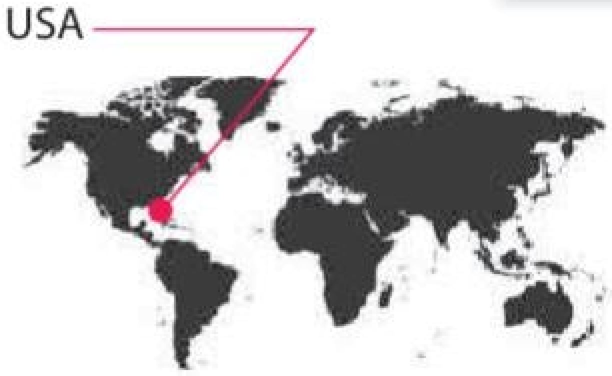
STATISTICS

Founded:
1998

Owned by:
Electronic Arts

COUNTRY:

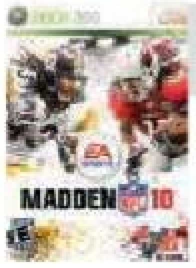
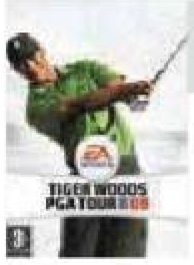
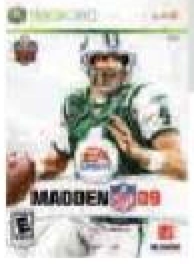
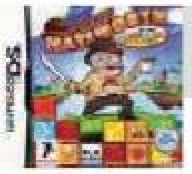
USA



CONTACTS

Address: 1950 Summit Park
Drive, Orlando, FL 32810, USA

www.ea.com

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **TIGER WOODS PGA TOUR 10**	ELECTRONIC ARTS	1	Wii, PS3, XB360	JUL 09	£9.36m
	2 **MADDEN NFL 10**	ELECTRONIC ARTS	8	PS3, XB360, Wii	AUG 09	£1.71m
	3 **TIGER WOODS PGA TOUR 09**	ELECTRONIC ARTS	1	PS3, XB360	AUG 08	£1.64m
	4 **MADDEN NFL 09**	ELECTRONIC ARTS	17	XB360, PS3, PSP, PS2	AUG 08	£0.84m
	5 **HENRY HATSWORTH: THE PUZZLING ADVENTURE**	ELECTRONIC ARTS	70	DS	MAR 09	£0.46m

IF IT AIN'T broke, don't fix it – we can only guess this is the motto used by EA to describe its erstwhile Tiburon, Florida offices.

With the jury out on EA's shift to original IP and its recent closing of studios and projects across the board – let alone its middling push into the casual, online, and social spaces, or the slightly desperate-seeming $400 million purchase of Facebook startup PlayFish – you'd think the banker behind *Tiger Woods* and *Madden* was otherwise untouchable.

Not so. Jobs went at Tiburon in January 2009 and more in November last year, as EA took out 2,500 positions from across its development resources in barely two years. Despite the losses, the studio added a new IP to its roster – fighting game *EA Sports MMA* – for release later this year.

EA BRIGHT LIGHT

£13.61m

26

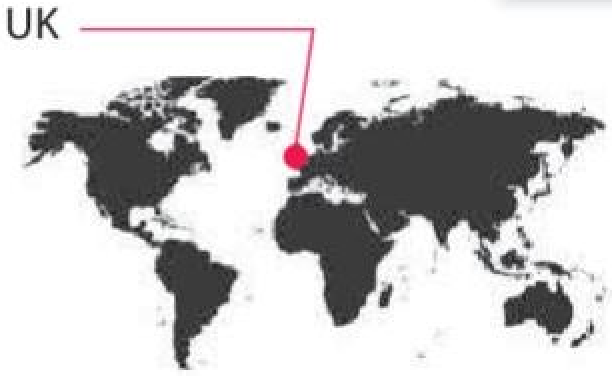
STATISTICS

Founded:
1986

Owned by:
Electronic Arts

COUNTRY:

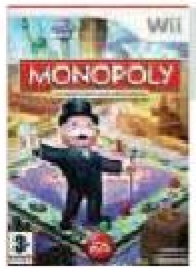
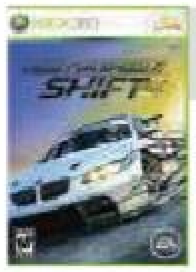
UK



CONTACTS

Address: Onslow House, Onslow Street, Guildford, Surrey, GU1 4TN, UK

www.ea.com

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **HARRY POTTER & THE HALF BLOOD PRINCE**	ELECTRONIC ARTS	1	Wii, DS, XB360, PS3, PSP, PS2, PC	JUL 09	£5.78m
	**2** **MONOPOLY**	ELECTRONIC ARTS	33	Wii, XB360, PS3 PS2	OCT 08	£3.08m
	3 **HASBRO FAMILY GAME NIGHT: VOL 2**	ELECTRONIC ARTS	32	Wii	NOV 09	£1.92m
	4 **HASBRO FAMILY GAME NIGHT**	ELECTRONIC ARTS	52	Wii, DS, XB360 PS2	NOV 08	£1.73m
	**5** **NEED FOR SPEED: SHIFT**	ELECTRONIC ARTS	1	PSP	SEP 09	£0.58m

DEPLOYING THE PENULTIMATE *Harry Potter* title across every major format magicked EA's 'other' UK developer up the rankings in 2009. Reviews were only fair, but the sales were great and the original score was good enough to secure composer James Hannigan a BAFTA.

While the Guildford team developed all EA's *Potter* titles, it would be hard to pin a 'Bright Light' sensibility onto the series, and the label is yet to live up to some of the more ambitious talk at the time of its rebranding.

But in delivering not particularly ambitious takes on *Potter* in time for the movies' release dates, or competent digital incarnations of Hasbro's IP, the studio seems a very safe pair of hands. Indeed, EA Bright Light recently picked up development of the Spielberg-originated *Boom Blox* franchise from EA Los Angeles.

27

UBISOFT FRANCE

£13.35m

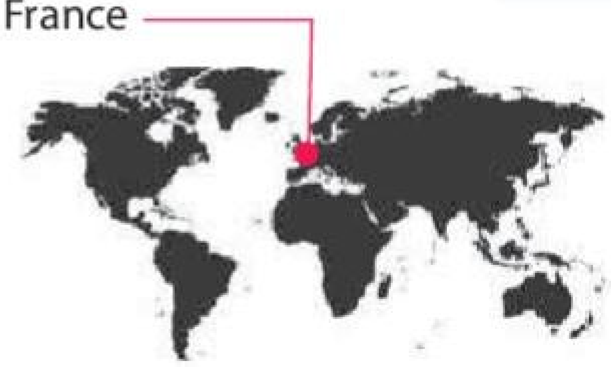
STATISTICS

Founded:
1986

Owned by:
Ubisoft

COUNTRY:

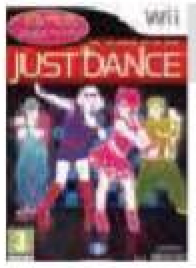
France



CONTACTS

Address: 28 rue Armand Carrel,
93 108 Montreuil Cedex, France

www.ubisoftgroup.com

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	**1** **JUST DANCE**	UBISOFT	1	Wii	NOV 09	£4.95m
	2 **RAYMAN RAVING RABBIDS TV PARTY**	UBISOFT	15	Wii	NOV 08	£3.73m
	3 **RABBIDS GO HOME**	UBISOFTS	19	Wii, DS	NOV 09	£3.30m
	4 **RAYMAN RAVING RABBIDS 2**	UBISOFT	12	Wii	NOV 07	£0.60m
	5 **TOM CLANCY'S GHOST RECON: WARFIGHTER 2**	UBISOFT	1	PS3, XB360, PS	AUG 07	£0.40m

DEVELOPED BY THE mega-publisher's Parisian office, *Just Dance* had sold two million units by March, which Ubisoft says makes it 'the fastest selling new intellectual property from a third-party publisher on Wii'.

Not one of the more obvious scalps, that one, but we take the point – *Just Dance* will be with us for roughly ever from here onwards.

After all, Ubisoft's ancient mega-IP – *Rayman* – is still going strong, thanks to the *Rabbids* brand extension, with Ubisoft Montepelier's title getting a good reception from the casual congregation on Wii, though less so on DS. That studio is apparently still working on *Beyond Good & Evil 2* under the direction of Michel Ancel, as well as a *Tintin* movie tie-in for 2011. Ubisoft Paris just delivered the Wiimote-toting gunslinger, *Red Steel 2*.

EA BLACK BOX

£13.29m

28

STATISTICS

Founded:
2002

Owned by:
Electronic Arts

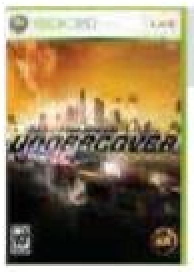
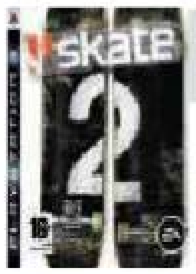
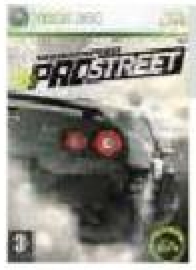
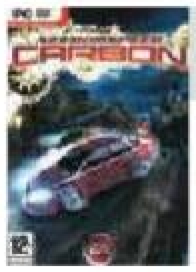
COUNTRY:

Canada

CONTACTS

Address: One Bentall Centre,
Box 77, 505 Burrard Street
Vancouver, Canada

www.eablackbox.com

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **NEED FOR SPEED: UNDERCOVER**	ELECTRONIC ARTS	2	XB360, PS3, PC	NOV 08	£6.14m
	2 **SKATE 2**	ELECTRONIC ARTS	3	XB360, PS3	JAN 09	£4.80m
	3 **NEED FOR SPEED: PROSTREET**	ELECTRONIC ARTS	1	XB360, PS3, PSP PS2, Wii, PC	NOV 07	£1.17m
	4 **NEED FOR SPEED: CARBON**	ELECTRONIC ARTS	1	PSP, Wii, XB360 PS3, PS2, PC, AC XB, GC	NOV 06	£0.58m
	5 **SKATE IT**	ELECTRONIC ARTS	187	Wii	NOV 08	£0.37m

EA CLOSED Black Box's gorgeous offices in downtown Vancouver in early 2009, fired more than half the staff, and relocated the remainder to nearby Burnaby.

All of which raises several questions.

Firstly, was EA right to shut the studio in a seemingly near-random pursuit of headcount cuts, given the subsequent good reviews and sales of *Skate 2*? (Perhaps – Black Box's *NFS: Undercover* sold well in 2009, too, and nobody thought that was a great game.)

Secondly, why hasn't EA closed the old EA Black Box website? Did they fire the chap responsible? It seems a cruel memorial, or a warning, like a head on a stake.

Talking of which: there were more layoffs in late 2009, and we presume the Black Box identity will disappear in time. Perhaps soon – *Skate 3* just shipped.

29

NAUGHTY DOG

£13.12m

STATISTICS

Founded:
1989

Owned by:
Sony Computer Entertainment

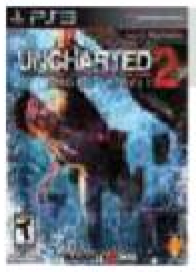
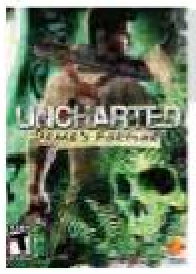
COUNTRY:

USA

CONTACTS

Address: 1601 Cloverfield Blvd., Suite 6000 North, Santa Monica, CA 90404, USA

www.naughtydog.com

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	**1** **UNCHARTED 2: AMONG THIEVES**	SONY	2	PS3	OCT 09	£12.43m
	**2** **UNCHARTED: DRAKE'S FORTUNE**	SONY	22	PS3	DEC 07	£0.69m

IT MAY BE an obvious choice (like Warren Buffett buying safe Coca-Cola shares and IT managers always choosing IBM) but if *Develop* was forced to invest into just one studio we'd plump for Naughty Dog.

Whether it's in the culture, the water, or a Faustian pact with the game gods, its most recent *Uncharted* games prove that Naughty Dog just keeps getting better. *Uncharted 2* is second only to *GTA IV* in the PS3 quality rankings according to Metacritic, and with 3.5 million sales worldwide as of February 2010, it's Sony's fastest-ever selling PlayStation title, too.

What's most remarkable, given the lifecycle of similar studios, is how the Californian company survived both its acquisition in 2001 by Sony, and the departure of charismatic founder Jason Rubin in 2005.

30

SPORTS INTERACTIVE

£12.81m

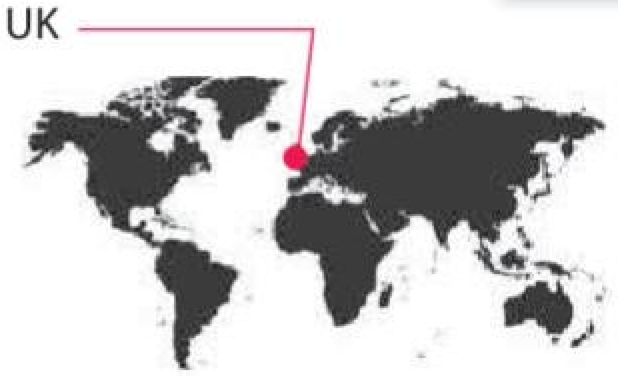
STATISTICS

Founded:
1994

Owned by:
Sega

COUNTRY:

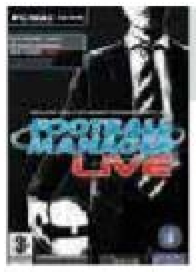
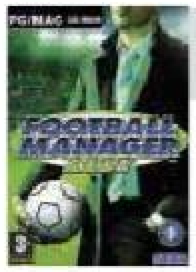
UK



CONTACTS

Address: PO Box 60255, London, EC1P 1GG, UK

www.sigames.com

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	FOOTBALL MANAGER 2010	SEGA	1	PC, PSP	OCT 09	£8.05m
	2	FOOTBALL MANAGER 2009	SEGA	3	PC, PSP	NOV 08	£4.37m
	3	FOOTBALL MANAGER LIVE	SEGA	129	PC	JAN 09	£0.29m
	4	FOOTBALL MANAGER 2008	SEGA	1	PC, XB360, PSP	OCT 07	£0.07m
	5	FOOTBALL MANAGER 2007	SEGA	1	PC, XB360, PSP	OCT 06	£0.03m

THE PREMIER FOOTBALL management studio continues to do the business for Sega. *Football Manager 2009* sold steadily for much of the year, before the *2010* update hit shelves in October. "Newcomers will pick it up and never want to put it down," was how *The Telegraph* put the traditional warning.

With an office in London's Old Street, Sports Interactive now has 60 full-time staff and also calls upon over 1,000 researchers and translators around the world.

It continues to work on the *Football Manager* series, as well as *Football Manager Handheld* for PSP as well as its multiplayer online game, *Football Manager Live*, which was recently rebooted. Its R&D department is also busy working on new ideas, of which *Football Manager* on iPhone is the most recent to come to fruition.

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31

SCE LONDON STUDIO

£12.25m

STATISTICS

Founded:
1993

Owned by:
Sony Computer Entertainment

www.scee.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	SINGSTAR TAKE THAT	SONY	15	PS3, PS2	NOV 09	£2.45m
2	EYEPET	SONY	18	PS3	OCT 09	£1.90m
3	SINGSTAR ABBA	SONY	25	PS2, PS3	NOV 08	£1.73m
4	SINGSTAR QUEEN	SONY	22	PS3, PS2	MAR 09	£1.37m
5	SINGSTAR MOTOWN	SONY	34	PS3, PS2	SEP 09	£0.69m

WITH PS3 TITLES *Eight Days* and *The Getaway* put 'on hold' in 2008 and numerous key staff having departed, SCE's first-party London outfit is a very different proposition in 2010 compared to 2000, when it was the games equivalent of the CGI houses and movie companies that infest Soho.

Yet it's not the first time the focus of Sony's London development resource has changed since it began with the PlayStation project in 1993. And with its current emphasis on mass-market social games like *EyePet* and *SingStar Take That*, London Studio is fighting on crucial fronts for Sony's platform. Besides, art director Nicolas Doucet told a French website in late 2009 that those more hardcore games really are suspended – as opposed to abandoned – so who knows what 2011 could see?

CONTACTS Address: 15 Great Marlborough Street, London, W1F 7HR, UK

32

GUERRILLA GAMES

£11.27m

STATISTICS

Founded:
2000

Owned by:
Sony Computer Entertainment

www.guerilla-games.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	KILLZONE 2	SONY	1	PS3	FEB 09	£10.95m
2	KILLZONE: LIBERATION	SONY	79	PSP	NOV 06	£0.33m

ALMOST 100 PER CENT OF Guerrilla Games' sales at UK retail in 2009 can be chalked down to just one superb title: its latest shooter, *Killzone 2*. Of course, it's a long-time since the 130 staff in Guerrilla's historic Amsterdam offices did anything else but *Killzone* – 2004, to be precise, when the studio developed the lacklustre *Shellshock: Nam '67* in the same year that it unleashed *Killzone* onto the world.

Guerrilla was acquired by Sony in 2005, and since then it has released just two further titles – *Killzone 2*, of course, and *Killzone: Liberation* for PSP.

With *Killzone 2* having secured excellent reviews and sales, Sony shocked nobody in March when it announced that Guerrilla was working on *Killzone 3*. There's no official release date, so don't hold your breath until 2011.

CONTACTS Address: Herengracht 410, Amsterdam, 1017BX, The Netherlands

33 BETHESDA £10.83m

STATISTICS

Founded:
1986

Owned by:
Bethesda

www.bethesda.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	FALLOUT 3	BETHESDA	1	XB360, PS3, PC	OCT 08	£5.01m
2	FALLOUT 3: GAME OF THE YEAR EDITION	BETHESDA	10	XB360, PS3, PC	OCT 09	£2.85m
3	THE ELDER SCROLLS IV: OBLIVION GOTY	TAKE2/UBISOFT	63	XB360, PS3	SEP 07	£1.38m
4	FALLOUT 3: GAME ADD-ON PACK	BETHESDA	22	XB360, PS3	AUG 09	£0.55m
5	THE ELDER SCROLLS IV: OBLIVION	TAKE2/UBISOFT	1	XB360, PS3, PC	MAR 06	£0.40m

IT IS OFTEN the case that the rich get richer in the *Develop 100* these days, with great games frequently contributing to studio's ranking one or even two years after its debut. Bethesda's performance in 2009 takes this to the extreme. None of the contributors to its 2009 performance were a fully novel release, with *Fallout 3: Game of the Year Edition* packaging up the classic 2008 title with its five subsequent DLC releases, and Bethesda's third best-seller doing the same with 2006's Elder Scrolls: Oblivion.

With the Rockville, Maryland company's publishing arm farming out *Fallout New Vegas* development to Obsidian , it will be interesting to see where this studio places next year. Rumours (based on court filings) suggest an online *Elder Scrolls* MMO has been in development since 2006.

CONTACTS Address: 1370 Piccard Drive, Suite 120, Rockville, MD 20850, USA

34 RADICAL ENTERTAINMENT £9.92m

STATISTICS

Founded:
1991

Owned by:
Activision

www.radical.ca

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	[PROTOTYPE]	ACTIVISION BLIZZARD	1	XB360, PS3, PC	JUN 09	£8.21m
2	CSI: DARK MOTIVES	UBISOFT	23	DS, PC	OCT 05	£0.92m
3	CRASH: MIND OVER MUTANT	ACTIVISION BLIZZARD	79	Wii, XB360, PS2	OCT 08	£0.47m
4	CRASH TAG TEAM RACING	ACTIVISION BLIZZARD	19	PSP, PS2, XB, GC	NOV 05	£0.14m
5	CRASH OF THE TITANS	ACTIVISION BLIZZARD	10	Wii, PS2, XB360	OCT 07	£0.08m

WE'VE GUSHED BEFORE about Radical's Vancouver base, with highlights of the lofty space including an in-office log cabin, cosy fireplace, fitness centre, and a kitchen straight out of central casting. In its open world gore-fest *Prototype*, the studio finally gave us a game worth getting excited over, too.

Radical is approaching its 20th birthday, but *Prototype* was its first attempt at an original title – the studio's development slate has more usually been filled with licensed properties from across the game and TV spectrum, and the results have not always been pretty.

Prototype saw great reviews and very decent sales, but this didn't stop some 90 Radical staff reportedly being cut loose by Activision Blizzard in early 2010. Nor has it yet led to official news of a *Prototype 2*.

CONTACTS Address: 8th Floor, 369 Terminal Avenue, Vancouver, BC V6A 4C4, Canada

35 VOLITION £9.76m

STATISTICS

Founded:
1996

Owned by:
THQ

www.volition-inc.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**RED FACTION: GUERRILLA**	THQ	2	XB360, PS3	JUN 09	£5.60m
2	**SAINTS ROW 2**	THQ	3	XB360, PS3, PC	OCT 08	£3.99m
3	**SAINTS ROW**	THQ	1	XB360	AUG 06	£0.17m

ILLINOIS' VOLITION HAS performed well since being acquired by THQ in 2000, but with *Red Faction: Guerrilla* it delivered above expectations. THQ's CEO Brian Farrell revealed in a conference call last July that it had shipped a million copies in less than two months, but awarded his publishing arm just a 'B' grade, saying THQ might have done more to build initial demand.

Farrell added that he hoped what turned out to be a trio of DLC releases would extend the game's life. The ongoing success of 2008's *Saint's Row 2* is testament to such a strategy, which sees DLC as a marketing and engagement tool as much as an additional source of income.

Word of a new *Red Faction* trickled out in February, with Volition's 200-plus staff now working towards an E3 reveal.

CONTACTS Address: One Main Plaza, Suite 300,, Champaign IL, 61820, USA

36 MAXIS £9.54m

STATISTICS

Founded:
1987

Owned by:
Electronic Arts

www.maxis.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**SIMANIMALS**	ELECTRONIC ARTS	22	Wii, DS	JAN 09	£1.67m
2	**THE SIMS 2: DOUBLE DELUXE**	ELECTRONIC ARTS	78	PC	APR 08	£1.20m
3	**SPORE**	ELECTRONIC ARTS	3	PC	SEP 08	£1.18m
4	**THE SIMS 2: PETS**	ELECTRONIC ARTS	3	PC,PSP,DS,PS2,GBA,GC	OCT 06	£0.66m
5	**THE SIMS 2: CASTAWAY**	ELECTRONIC ARTS	7	DS, Wii, PSP, PS2	OCT 07	£0.57m

WITH SIMS AND *SimCity* creator and all-round genius Will Wright having finally done a runner in April 2009 from the studio he founded two decades previously, the future of Maxis has to be uncertain. Let's be honest – having survived for over a decade as a recognisable label after EA's acquisition in 1997 (even if not an entirely independent studio since the mid-Noughties), Maxis was already on borrowed time.

The first fruits of the post-Wright era aren't promising; *SimAnimals* for Wii and DS betrays many of the recessive characteristics of the 'bad strand' of *Sim* games. The next *Sims* it was not, and with that brand now operating under The Sims Studio label, this is could be Maxis' last top 50 appearance – unless a surprise future *Spore*, hinted at and apparently worked on by Wright, can revive Maxis' fortunes.

CONTACTS Address: 2 Theatre Square, Orinda, California, 94563-3346, USA

37 GEARBOX SOFTWARE £9.45m

STATISTICS

Founded:
1999

Independent

www.gearboxsoftware.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	BORDERLANDS	TAKE 2	7	XB360, PS3, PC	OCT 09	£7.10m
2	BROTHERS IN ARMS: HELL'S HIGHWAY	UBISOFT	3	XB360, PS3, PC	SEP 08	£1.38m
3	SAMBA DE AMIGO	SEGA	18	Wii	SEP 08	£0.83m
4	HALO: COMBAT EVOLVED	MICROSOFT	2	PC	MAR 02	£0.06m
5	BROTHERS IN ARMS: DOUBLE TIME	UBISOFT	260	Wii	SEP 08	£0.05m

FOUNDED IN 1999 by veterans of the Texas first-person shooter scene, Gearbox quickly moved from legendary add-ons for Valve's *HalfLlife*, through high-quality ports – including the PC version of *Halo* for Microsoft – to creating its original and successful *Brothers in Arms* franchise.

All this experience culminated in *Borderlands*, released towards the end of 2009 to excellent reviews. An original IP that also indulges in some RPG/FPS splicing, president Randy Pitchford revealed at DICE in February that Borderlands had by then sold three million copies worldwide.

As well as Sega's *Aliens: Colonial Marines*, Gearbox teases that its staff are working on three other triple-A titles, one of which 2009 court filings from Take-Two suggested is – or, at least, was – Duke Begins.

CONTACTS Address: 101 East Park Blvd, Suite 1069, Planto, TX, 75074, USA

38 HARMONIX £9.20m

STATISTICS

Founded:
1995

Owned by:
MTV Games

www.harmonixmusic.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	THE BEATLES: ROCK BAND	ELECTRONIC ARTS	4	XB360, Wii, PS3	SEP 09	£5.12m
2	ROCK BAND 2	ELECTRONIC ARTS	70	XB360, PS3, Wii, PS2	NOV 08	£1.84m
3	ROCK BAND	ELECTRONIC ARTS	6	XB360, Wii, PS3, PS2	MAY 08	£1.67m
4	AC/DC LIVE: ROCK BAND	ELECTRONIC ARTS	332	XB360, PS3, Wii, PS2	DEC 08	£0.37m
5	ROCK BAND: SONG PACK 2	ELECTRONIC ARTS	404	XB360, PS3, Wii, PS2	APR 09	£0.10m

HARMONIX HAS BEEN the nearest thing we've had to the Fab Four in their prime – from the world-conquering *success of Guitar* Hero and later *Rock Band*, to the staggering hundreds of millions doled out to the studio's founders after Harmonix's acquisition by MTV in 2006.

Seen through such a lens, number 38 doesn't seem sufficiently top of the pops. Perhaps The Beatles just don't do it for the kids, even if their high-profile *Rock Band* incarnation ticked reviewers' boxes. *Green Day: Rock Band* will make an interesting comparison this summer.

Located in the rocket science country of Cambridge, Massachusetts, Harmonix isn't sitting still, having just launched the UGC-powered *Rock Band Network* that enables users to create, upload, and profit from new songs.

CONTACTS Address: 625 Massachusetts Avenue, 2nd Floor, Cambridge, MA 02139, USA

39 1ST PLAYABLE

£8.88m

STATISTICS

Founded:

2005

Independent

WATCH & REMEMBER

www.1stplayable.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	CLUB PENGUIN: ELITE PENGUIN FORCE	DISNEY	16	DS	MAR 09	£4.80m
2	BEN 10: ALIEN FORCE	D3P	4	DS	FEB 09	£2.10m
3	BEN 10: PROTECTOR OF EARTH	D3P	17	DS	NOV 07	£1.15m
4	WORLD OF ZOO	THQ	92	DS	NOV 09	£0.34m
5	DISNEY PRINCESS: MAGICAL JEWELS	DISNEY	96	DS	NOV 07	£0.31m

2009 WAS A breakthrough year for New York state's 1st Playable, a children's game and DS specialist, which was founded in 2005 by Vicarious Visions' former production guru Tobi Saulnier.

Nothing has resisted the march of *Club Penguin* for long, and Nintendo's dual-screen format has proved predictably partial; Disney had sold 1.5 million copies of *Club Penguin: Elite Penguin Force* worldwide by late February 2010, when it announced a follow-up, *Herbert's Revenge*.

As well as working on that sequel, 1st Playable has been kept busy creating DLC for the original game, which can be downloaded along with newsletters and other community features straight to the DS. More Cartoon Network related games are also in development.

CONTACTS Address: 225 River Street, Troy, NY 12180, USA

40 PANDEMIC STUDIOS

£8.81m

STATISTICS

Founded:

1998 (Closed in 2009)

Owned by:

Electronic Arts

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	THE LORD OF THE RINGS: CONQUEST	ELECTRONIC ARTS	3	XB360, PS3, PC	JAN 09	£5.01m
2	THE SABOTEUR	ELECTRONIC ARTS	23	XB360, PS3, PC	SEP 09	£2.88m
3	MERCENARIES 2: WORLD IN FLAMES	ELECTRONIC ARTS	1	XB360, PS3, PC	SEP 08	£0.87m
4	STAR WARS: BATTLEFRONT	LUCASARTS	1	PC, XB, PS2	SEP 04	£0.02m
5	STAR WARS: BATTLEFRONT II	LUCASARTS	1	PS2, PC, XB	OCT 05	£0.01m

2009 WAS A return to strength – of sorts – for the once high-flying Pandemic Studios, with *The Lord of the Rings: Conquest* reviewing badly but selling well, and *The Saboteur* reviewing better but not doing half the business at retail.

Pandemic's reward was to be shut down in late 2009 by parent Electronic Arts as part of that company's cutting of roughly 1,500 development positions across its development operations. 200 jobs were lost with the closure of Pandemic Los Angeles, although 30 staff were reportedly relocated to EA LA to continue work on *Mercs Inc*. Pandemic's Brisbane studio was closed back in 2008.

With the quality of Pandemic's output having deteriorated following its acquisition by EA in 2007, the studio will be best remembered for early titles, particularly *Full Spectrum Warrior*.

41

GAME FREAK

£8.70m

STATISTICS

Founded:

1989

Independent

SHAYMIN
Lv50

www.gamefreak.co.jp

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	POKEMON PLATINUM	NINTENDO	2	DS	MAY 09	£7.36m
2	POKEMON DIAMOND	NINTENDO	1	DS	JUL 07	£0.72m
3	POKEMON PEARL	NINTENDO	3	DS	JUL 07	£0.63m

SOMEWHERE OUT THERE, the first writer to call *Pokémon* a fad is weeping into his granola. Satoshi Tajiri's first *Pokémon* release for Game Boy reportedly took half a decade to finish, but the founder of Game Freak could scarcely have spent his time better – we estimate cumulative sales of the games now weigh in around the 200 million mark. The franchise spans comics, TV, toys – and every new Nintendo console.

Pokémon Platinum reconstituted 2008's Diamond and Pearl titles, but expect to see Game Freak back in the *Develop 100* next year thanks to the recent UK release of the all-new RPG-flavoured *Pokémon HeartGold* and *SoulSilver*. These DS games sold over three million copies in Japan in barely three months. Quite an achievement for a studio numbering just 70 employees.

CONTACTS Address: 22F, Carrot Tower, Taishidou, Setagaya-ku, Tokyo 154-0004, Japan

42

BIOWARE

£8.63m

STATISTICS

Founded:

1995

Owned by:

Electronic Arts

www.bioware.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	DRAGON AGE: ORIGINS	ELECTRONIC ARTS	5	XB360, PS3, PC	NOV 09	£7.01m
2	SONIC CHRONICLES: THE DARK BROTHERHOOD	SEGA	31	DS	SEP 08	£0.87m
3	MASS EFFECT	MICROSOFT	12	XB360	JUN 08	£0.58m
4	STAR WARS: KNIGHTS OF THE OLD REPUBLIC	LUCASARTS	1	PC, MAC, XB	SEP 03	£0.08m
5	NEVERWINTER NIGHTS: DELUXE EDITION	ATARI	199	PC	OCT 04	£0.05m

15 YEARS OLD in 2010, the developer founded by three medics still makes creating great games look more like bed rest than brain surgery, with 2009's *Dragon Age: Origins* just another symptom of its winning ways.

But the team are some of the smartest cookies in the business, having relied on community building and compiling audience metrics years before most other studios.

Bought by EA in 2007 (yet retaining an identity unthinkable a decade ago), Bioware is now divided across four studios – Edmonton and Austin in the US, Montreal in Canada, plus Bioware Mythic in Virginia after subsuming the latter in summer 2009. The developer recently released *Mass Effect 2*, and is working on follow-ups to it and Dragon Age, plus new MMO *Star Wars: The Old Republic*.

CONTACTS Address: 200, 4445 Calgary Trail, Edmonton, Alberta, T6H 5R7, Canada

43 ENSEMBLE STUDIOS

£8.54m

STATISTICS

Founded:
1995 (Closed in 2009)

Owned by:
Microsoft

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	HALO WARS	MICROSOFT	2	XB360	FEB 09	£7.58m
2	AGE OF EMPIRES III	MICROSOFT/DESTINEER	12	PC, MAC	NOV 05	£0.42m
3	AGE OF EMPIRES III: THE ASIAN DYNASTIES	MICROSOFT/DESTINEER	142	PC, MAC	NOV 07	£0.18m
4	AGE OF EMPIRES III: WAR CHIEFS	MICROSOFT/DESTINEER	82	PC, MAC	OCT 06	£0.12m
5	AGE OF EMPIRES III GOLD	MICROSOFT	302	PC	NOV 07	£0.10m

SO. FAREWELL THEN, Ensemble. You may have given us *Age of Empires*, but *Halo Wars* wasn't really all that.

The demise of this erstwhile jewel in Microsoft's game development crown made headlines in 2008, with Redmond confirming it was closing down Ensemble after the completion of its real-time strategy swansong in 2009. With the demise of the studio went several projects-in-progress as well as many jobs, though several new Texan studios were formed out of the ashes – notably Robot Entertainment, which won the gig to maintaining online functionality for *Halo Wars* and *Age of Empires*.

The studio's closure has been raked over in several public spats between former key personnel, with a crunch culture and forays into unrelated genres the chief culprits.

44 A2M

£8.43m

STATISTICS

Founded:
1992

Independent

www.a2m.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	WET	BETHESDA SOFTWORKS	6	XB360, PS3	SEP 09	£2.11m
2	MYSIMS RACING	ELECTRONIC ARTS	28	DS, Wii	JUN 09	£1.78m
3	INDIANA JONES AND THE STAFF OF KINGS	LUCASARTS	13	Wii, DS, PS2	JUN 09	£1.40m
4	ICE AGE 3: DAWN OF THE DINOSAURS	ACTIVISION BLIZZARD	31	DS	JUN 09	£0.65m
5	IRON MAN: THE OFFICIAL VIDEOGAME	SEGA	5	Wii, DS, PSP, PS2, PC	MAY 08	£0.44m

WE'VE SCOFFED BEFORE in the *Develop 100* about the quality of A2M's games catalogue, so let's be fair – *Prince of Persia* meets Max Payne-esque *Wet* wasn't just a huge change in direction for the developer of Kung Fu Panda and Iron Man – with a Metacritic score of 70, it also received more than quadruple the percentage points awarded to the latter by reviewers. *MySims Racing* on Wii was in the same ballpark, quality-wise, but 'clunky' and 'sub-par' *Indiana Jones and the Staff of Kings* brought up the rear.

A2M remains a very sizeable outfit, employing around 450 people between its offices in Montreal, Canada and a studio in Santiago, Chile. But clearly it is learning from previous mistakes. One key upcoming project is *Naughty Bear* – an unlikely, cuddly take on *Manhunt* due out this summer.

CONTACTS Address: 416 Maisonneuve West, Suite 600, Montreal, Quebec H3A 1L2, Canada

45 SONIC TEAM £8.30m

STATISTICS

Founded:
1988

Owned by:
Sega

www.sonicteam.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	SONIC UNLEASHED	SEGA	10	Wii, XB360, PS3, PS2	NOV 08	£4.50m
2	SONIC AND THE BLACK KNIGHT	SEGA	21	Wii	MAR 09	£2.00m
3	SONIC RUSH	SEGA	26	DS	NOV 05	£0.60m
4	SONIC AND THE SECRET RINGS	SEGA	4	Wii	MAR 07	£0.52m
5	SONIC THE HEDGEHOG	SEGA	24	PS3, XB360	MAR 07	£0.31m

FOR YEARS Sonic Team has disappointed fans who accuse it of indulging in flights of fancy instead of focusing on the platforming that made Sonic a household name.

Unfortunately, 2009's *Sonic and the Black Knight* did little to allay their concerns. While visually impressive, the control mechanism was clumsy and frustrating and the game received a Metacritic rating of 54, with some notable reviews plumbing lower depths. UK sales of just £2 million and tells its own story – great for some, but terrible for a Sonic game.

Why Nintendo can move Mario effortlessly through different milieu while Sega struggles with Sonic remains a bit of a mystery. For episodic game *Sonic 4* the publisher has hooked Sonic Team up with the well-regarded Dimps, and early leaked screenshots suggest a back-to-basics approach.

CONTACTS Address: 1-2-12 Haneda, Ota-ku, Tokyo, 144-8531, Japan

46 KUJU ENTERTAINMENT £8.29m

STATISTICS

Founded:
1998

Owned by:
Catalis Group/Independent

www.kuju.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	THE HOUSE OF THE DEAD: OVERKILL	SEGA	15	Wii	FEB 09	£2.70m
2	DISNEY SING IT: HIGH SCHOOL MUSICAL 3	DISNEY	61	Wii, PS2, PS3	DEC 08	£1.47m
3	DISNEY SING IT: POP HITS	DISNEY	82	Wii, PS2, PS3	OCT 09	£1.27m
4	DISNEY SING IT	DISNEY	50	Wii, PS3, PS2, XB360	NOV 08	£1.01m
5	YOU'RE IN THE MOVIES	CODEMASTERS	60	XB360	NOV 08	£0.94m

THERE WAS QUITE a contrast between Kuju Entertainment's two big successes in 2009, but then that's presumably the rationale behind a multi-site company.

Hailing from Kuju's London-based Headstrong Games, *House of the Dead: Overkill* got reviewers' blood pumping. Zoe Mode's *High School Musical* outing didn't exactly stir the press, but that's not really the point; the recently released *Chime* on Xbox Live Arcade for the One Big Game charity is perhaps a better example of what Zoe Mode can achieve.

Closures and consolidation has left Kuju Entertainment with four studios, with downloadable game specialist doublesix and Vatra of the Czech Republic making up the quartet. Their parent has been wholly-owned by Germany's Catalis since 2007.

CONTACTS Address: Crossweys, 28-30 High Street, Guildford, Surrey, GU1 3EL, UK

47 CAT DADDY

£7.88m

STATISTICS

Founded:
1999

Owned by:
Take-Two

www.catdaddygames.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	CARNIVAL: FUNFAIR GAMES	TAKE 2	4	Wii, DS	OCT 07	£5.96m
2	CARNIVAL GAMES: MINI GOLF	TAKE 2	41	Wii	OCT 08	£1.39m
3	IT'S MY BIRTHDAY!	TAKE 2	65	Wii	JUN 09	£0.44m
4	SCHOOL TYCOON	TAKE 2	191	PC	MAY 07	£0.06m
5	MALL TYCOON 3	TAKE 2	339	PC	OCT 08	£0.03m

CAT DADDY CONTINUES to grow a portfolio of titles that few *Develop* readers would envy – and fewer have played.

The latest, 2009's barely-reviewed *It's My Birthday*, again. sees the US studio reworking the party game formula that took *Carnival Games* on Wii and DS to £6 million worth of business in the UK last year. The game boasts a Metacritic score of 52, lest we forget, while the spin-off, *Carnival Games: Mini Golf*, scored just 38. Who'd be a games reviewer?

Based in Washington State and owned by Take-Two, the company is still apparently working on the much-delayed sequel to *Carnival Games*. It's certainly not working on its four-page website, which is even less informative that last year. Such resolute defiance of almost every trinket boasted by other highly-ranked studios is almost heroic.

CONTACTS Address: 14715 Bel-Red Road, Suite 100, Bellevue, WA 98007, USA

48 HB STUDIOS

£7.79m

STATISTICS

Founded:
2000

Independent

www.hb-studios.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	FIFA 10	ELECTRONIC ARTS	1	PSP, PS2, PC	OCT 09	£5.07m
2	BIG BEACH SPORTS	THQ	4	Wii	JUN 08	£2.57m
3	RUGBY 08	ELECTRONIC ARTS	22	PS2, PC	JUL 07	£0.03m
4	NBA LIVE 09	ELECTRONIC ARTS	106	Wii	OCT 08	£0.03m
5	TIGER WOODS PGA TOUR 10	ELECTRONIC ARTS	1	PSP, PS2	JUL 09	£0.03m

'FISH WHERE THE fish are' the old-timers say, and in porting EA's FIFA 10 to PSP, PS2 and PC, Canada's HB Studios is arguably shooting fish in a barrel. The studio might reply that you don't just dial in for a gig with EA.

Founded in 2000 by CEO Jeremy Wellard (a Brit) the studio paid its dues with EA Sports' *Cricket* and *Rugby* titles before finally getting a sniff of *Madden* in 2007. Work on *NBA Live* and *NHL* soon followed, and HB Studio's team has since grown to 130, split between the tiny town of Lunenburg, Nova Scotia, and the larger city of Halifax.

Following the release of its co-developed *FIFA 10 Ultimate Team* DLC in March, HB says it has shipped 24 titles across 159 SKUs and sold more than 13.5 million units.

CONTACTS Address: The Hive, Box 725, Lunenburg, Nova Scotia, B0J 2C0, Canada

49 UBISOFT ROMANIA

£7.05m

STATISTICS

Founded:
1992

Owned by:
Ubisoft

www.ubisoft.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**TOM CLANCY'S H.A.W.X**	UBISOFT	3	PS3, XB360, PC	MAR 09	£6.53m
2	**BLAZING ANGELS: SQUADRONS OF WWII**	UBISOFT	12	Wii,PC,XB360,PS3,XB	MAR 06	£0.31m
3	**SILENT HUNTER 4: WOLVES OF THE PACIFIC**	UBISOFT	58	PC	JUN 09	£0.11m
4	**BLAZING ANGELS 2: SECRET MISSIONS WWII**	UBISOFT	98	XB360, PC, PS3	SEP 07	£0.05m
5	**CHESSMASTER 11**	UBISOFT	282	PC	NOV 07	£0.02m

FOR H.A.W.X, Ubisoft Romania employed US company GeoEye's commercial satellite imagery to recreate the real world via textures of the landscape beneath players' aircraft.

The experiment wasn't a complete success – we've become so used to true 3D that it's a shock to see pixellated textures again – but there is always something neat about what was once military technology turning up in a game.

The idea of a cutting-edge Romanian games developer may be even more novel to those who base their knowledge of Eastern European economies on Sacha Baron Cohen's *Borat*, but Ubisoft's Romanian operation isn't actually that new; founded in the early 1990s, it's one of the publisher's longest-standing foreign ventures. Based in Bucharest, the studio also makes the *Silent Hunter* and *Chessmaster* games.

CONTACTS Address: 2 Expozitiei Blvd, Sector 1, 012103 Bucharest, Romania

50 RAVEN SOFTWARE

£7.03m

STATISTICS

Founded:
1996

Owned by:
Activision

www.ravensoft.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**X-MEN ORIGINS: WOLVERINE**	ACTIVISION BLIZZARD	2	XB360, PS3, PC	MAY 09	£3.67m
2	**WOLFENSTEIN**	ACTIVISION BLIZZARD	2	XB360, PS3, PC	AUG 09	£3.34m
3	**MARVEL ULTIMATE ALLIANCE**	ACTIVISION BLIZZARD	24	PS3, XB360, PS2, XB	NOV 06	£0.01m

TWO DECENT titles, *Wolfenstein* and *Wolverine*, put Raven back in the spotlight in 2009. The games are typical of the Activision subsidiary's output in recent years – the first is fruit of a perennial collaboration with id Software stretching back 15 years, the second a comic book licence.

This year we'll see something different. Raven's long-awaited *Singularity* is an original IP, focused around manipulating time, which looks set for a June release. Like Raven's recent *X-Men Origins* title, *Singularity* uses Unreal Engine 3, which – given Raven's alternative work with id's engines – makes the developer nothing if not an equal opportunity middleware employer.

As for a flesh-and-blood employer, Raven had a tricky 2009, firing several dozen staff of an estimated 180-strong team.

CONTACTS Address: 8496 Greenway Boulevard, Middleton, WI, 53562-3538, USA

51 EPIC GAMES £7.02m

STATISTICS

Founded:
1991

Independent

www.epicgames.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**GEARS OF WAR 2**	MICROSOFT	1	XB360	NOV 08	£5.98m
2	**GEARS OF WAR**	MICROSOFT	1	XB360, PC	NOV 06	£0.74m
3	**UNREAL TOURNAMENT III**	MIDWAY	9	PS3, XB360, PC	NOV 07	£0.27m
4	**UNREAL ANTHOLOGY**	MIDWAY	497	PC	NOV 06	£0.03m

CONTACTS Address: 620 Crossroads Blvd, Cary, NC 27518, USA

52 KROME STUDIOS £7.00m

STATISTICS

Founded:
1999

Independent

www.kromestudios.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**STAR WARS: CLONE WARS - REPUBLIC HEROES**	LUCASARTS	13	Wii,XB360,PS3,PSP,PC	OCT 09	£2.25m
2	**TRANSFORMERS: REVENGE OF THE FALLEN**	ACTIVISION BLIZZARD	2	Wii, PS2	JUN 09	£1.59m
3	**STAR WARS CLONE WARS: LIGHTSABER DUELS**	LUCASARTS	72	Wii	NOV 08	£1.01m
4	**STAR WARS: THE FORCE UNLEASHED**	LUCASARTS	1	Wii, PSP, PS2	SEP 08	£0.99m
5	**SCENE IT? BOX OFFICE SMASH**	MICROSOFT	71	XB360	NOV 08	£0.77m

CONTACTS Address: PO Box 1639, Fortitude Valley, QLD 4006, Australia

53 INSOMNIAC £6.74m 🇺🇸

STATISTICS

Founded: 2002

Independent

www.insomniacgames.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	RESISTANCE 2	SONY	10	PS3	NOV 08	£3.14m
2	RATCHET & CLANK: A CRACK IN TIME	SONY	22	PS3	NOV 09	£2.12m
3	RATCHET & CLANK: TOOLS OF DESTRUCTION	SONY	19	PS3	NOV 07	£0.66m
4	RATCHET & CLANK: QUEST FOR BOOTY	SONY	119	PS3	AUG 08	£0.43m
5	RESISTANCE: FALL OF MAN	SONY	1	PS3	MAR 07	£0.39m

CONTACT ADDRESS: 2255 North Ontario Street, Suite 550, Burbank, California 91504, USA

54 MEDIA MOLECULE £6.43m 🇬🇧

STATISTICS

Founded: 2006

Owned by: Sony

www.mediamolecule.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	LITTLEBIGPLANET	SONY	4	PS3	NOV 08	£5.69m
2	LITTLEBIGPLANET	SONY	31	PSP	NOV 09	£0.74m

CONTACT ADDRESS: Media Molecule, PO BOX 1127, Guildford, GU1 9LW, UK

55 ROCKSTAR LEEDS £6.15m 🇬🇧

STATISTICS

Founded: 1997

Owned by: Rockstar Games

www.rockstarleeds.co.uk

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	GRAND THEFT AUTO: CHINATOWN WARS	TAKE-TWO	6	DS, PSP	NOV 09	£3.83m
2	GRAND THEFT AUTO: LIBERTY CITY STORIES	TAKE-TWO	1	PS2, PSP	NOV 05	£0.80m
3	GRAND THEFT AUTO: VICE CITY STORIES	TAKE-TWO	1	PS2, PSP	NOV 06	£0.74m
4	MIDNIGHT CLUB 3: DUB EDITION	TAKE-TWO	7	PSP	AUG 05	£0.42m
5	MANHUNT 2	TAKE-TWO	55	PSP	OCT 08	£0.17m

CONTACT ADDRESS: 2 The Boulevard, City West One Office Park, Gelderd Road, Leeds, LS12 6NU, UK

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axon.dolby.com

56 LUXOFLUX £5.87m 🇺🇸

STATISTICS

Founded: 1997 (Studio closed by parent Activision in 2010)

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**TRANSFORMERS: REVENGE OF THE FALLEN**	ACTIVISION	2	XB360, PS3	JUN 09	£3.95m
2	**KUNG FU PANDA**	ACTIVISION	9	XB360, PS3	JUN 08	£1.92m

57 HUDSON £5.78m 🇯🇵

STATISTICS

Founded: 1973

Owned by: Konami

www.hudsonsoft.net

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**SPORTS ISLAND**	KONAMI	8	Wii	JUN 08	£1.91m
2	**MARIO PARTY 8**	NINTENDO	5	Wii	JUL 07	£1.04m
3	**MARIO PARTY DS**	NINTENDO	33	DS	NOV 07	£0.75m
4	**SPORTS ISLAND 2**	KONAMI	83	Wii	MAY 09	£0.74m
5	**JOB ISLAND: HARD WORKING PEOPLE**	KONAMI	93	Wii	MAR 09	£0.60m

CONTACT ADDRESS: 1810 Gateway Drive, Suite 100, San Mateo, CA 94404, USA

58 TECHLAND £5.56m 🇵🇱

STATISTICS

Founded: 1991

Independent

www.techland.pl

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**CALL OF JUAREZ: BOUND IN BLOOD**	UBISOFT	4	PS3, XB360, PC	JUL 09	£5.56m
2	**CALL OF JUAREZ**	UBISOFT, ASCARON	24	XB360, PC	SEP 06	£0.03m

CONTACT ADDRESS: ul. Jana Szczyrki 12, 54-426 Wroclaw, Poland

59 CREATIVE ASSEMBLY £5.53m 🇬🇧

STATISTICS

Founded: 1987

Owned by: Sega

www.creative-assembly.co.uk

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	EMPIRE: TOTAL WAR	SEGA	1	PC	MAR 09	£4.09m
2	STORMRISE	SEGA	111	XB360, PS3, PC	MAR 09	£0.33m
3	MEDIEVAL II: TOTAL WAR - GOLD EDITION	SEGA	182	PC	MAR 06	£0.26m
4	ROME: TOTAL WAR ANTHOLOGY	SEGA	176	PC	SEP 04	£0.22m
5	VIKING: BATTLE FOR ASGARD	SEGA	7	XB306, PC	MAR 08	£0.18m

CONTACT ADDRESS: Spire Court, Albion Way, Horsham, West Sussex, RH12 1JW, UK

60 COOKING MAMA LTD £5.52m 🇯🇵

STATISTICS

Independent

www.ofcr.co.jp

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	COOKING MAMA 3	505 GAMES	33	DS	NOV 09	£2.25m
2	GARDENING MAMA	505 GAMES	54	DS	JUN 09	£1.35m
3	COOKING MAMA 2	505 GAMES	9	DS	MAY 07	£1.22m
4	COOKING MAMA 2: WORLD KITCHEN	505 GAMES	84	Wii	FEB 09	£0.70m

61 FREESTYLEGAMES £5.23m 🇬🇧

STATISTICS

Founded: 2002

Owned by: Activision

www.freestylegames.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	DJ HERO	ACTIVISION	20	XB360, PS3, Wii, PS2	OCT 09	£5.20m
2	BUZZ! JUNIOR: MONSTER RUMBLE	SONY	78	PS2	NOV 07	£0.03m

CONTACT ADDRESS: Imperial House, Holly Walk, Leamington Spa, Warwickshire, CV32 4JG, UK

62

SUCKER PUNCH

£5.20m

STATISTICS

Founded: 1997

Independent

www.suckerpunch.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	INFAMOUS	SONY	5	PS3	MAY 09	£5.20m

CONTACT ADDRESS: Bellevue, Washington, USA

63

MIDWAY

£5.12m

STATISTICS

Founded: 1988

Owned by: Firm went bankrupt in 2009, assets brought by Warner Bros, THQ and Tradewest

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	MORTAL KOMBAT VS DC UNIVERSE	MIDWAY	43	PS3, XB360	NOV 08	£1.41m
2	TOUCHMASTER	MIDWAY	26	DS	JUN 07	£1.31m
3	MORE GAME PARTY	MIDWAY	34	Wii	OCT 08	£1.17m
4	TNA IMPACT!	MIDWAY	9	XB360, PS3, PS2, Wii	SEP 08	£.055m
5	JOHN WOO PRESENTS STRANGLEHOLD	MIDWAY	2	XB360, PS3, PC	SEP 07	£0.21m

64

EA LA

£5.06m

STATISTICS

Founded: 1995

Owned by: EA

www.ea.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	COMMAND & CONQUER: RED ALERT 3	ELECTRONIC ARTS	15	PS3, PC, XB360, MAC	OCT 08	£2.88m
2	BOOM BLOX	ELECTRONIC ARTS	21	Wii	MAY 08	£0.53m
3	BOOM BLOX BASH PARTY	ELECTRONIC ARTS	82	Wii	MAY 09	£0.32m
4	MEDAL OF HONOR: AIRBORNE	ELECTRONIC ARTS	1	PS3, XB360, PC	SEP 07	£0.31m
5	LOTR: THE BATTLE FOR MIDDLE-EARTH II	ELECTRONIC ARTS	5	PC, XB360	MAR 06	£0.28m

CONTACT ADDRESS: EALA, 5510 Lincoln Blvd, Playa Vista, CA 90094, USA

65 TRANSMISSION GAMES £5.05m 🇦🇺

STATISTICS

Founded: 1996 (Closed in 2009)

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**ASHES CRICKET 2009**	CODEMASTERS	1	PS3, XB360, PC	AUG 09	£4.69m
2	**HEROES OVER EUROPE**	UBISOFT	131	PS3, XB360, PC	SEP 09	£0.42m
3	**BRIAN LARA 2007 PRESSURE PLAY**	CODEMASTERS	53	PSP	AUG 07	£0.05m
4	**HEROES OF THE PACIFIC**	CODEMASTERS	13	PC, PS2, XB	SEP 05	£0.02m
5	**HEATSEEKER**	CODEMASTERS	56	Wii, PS2, PSP	APR 07	£0.02m

66 GRIN £5.03m 🇸🇪

STATISTICS

Founded: 1997 (Closed in 2009)

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**TERMINATOR SALVATION**	WARNER BROS. INTERACTIVE	10	XB360, PS3, PC	MAY 09	£2.35m
2	**WANTED: WEAPONS OF FATE**	WARNER BROS. INTERACTIVE	15	XB360, PS3, PC	MAR 09	£1.46m
3	**BIONIC COMMANDO**	CAPCOM	14	XB360, PS3, PC	MAY 09	£1.17m
4	**TOM CLANCY'S GHOST RECON: ADV WARFIGHTER**	UBISOFT	2	PC	MAR 06	£0.03m
5	**TOM CLANCY'S GHOST RECON: WARFIGHTER 2**	UBISOFT	1	PC	JUL 07	£0.02m

67 EXIENT £4.81m 🇬🇧

STATISTICS

Founded: 2001

Independent

www.exient.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**NEED FOR SPEED: UNDERCOVER**	ELECTRONIC ARTS	2	Wii, PS2	NOV 08	£1.56m
2	**FIFA 10**	ELECTRONIC ARTS	1	DS	OCT 09	£1.45m
3	**FIFA 09**	ELECTRONIC ARTS	1	DS	OCT 08	£1.11m
4	**TIGER WOODS PGA TOUR 09**	ELECTRONIC ARTS	1	PSP, PS2	AUG 08	£0.34m
5	**TIGER WOODS PGA TOUR 08**	ELECTRONIC ARTS	1	DS	OCT 07	£0.05m

CONTACT ADDRESS: 2/3 Cambridge Terrace, Oxford, OX1 1RR, UK

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68

EA DICE

£4.61m

STATISTICS

Founded: 1988

Owned by: EA

www.dice.se

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	MIRROR'S EDGE	ELECTRONIC ARTS	16	XB360, PS3, PC	NOV 08	£3.02m
2	BATTLEFIELD: BAD COMPANY	ELECTRONIC ARTS	2	XB360, PS3	JUN 08	£1.22m
3	BATTLEFIELD 2: THE COMPLETE COLLECTION	ELECTRONIC ARTS	256	PC	MAR 07	£0.14m
4	BATTLEFIELD 2142: DELUXE EDITION	ELECTRONIC ARTS	399	PC	JAN 08	£0.10m
5	BATTLEFIELD 2142	ELECTRONIC ARTS	7	PC, MAC	OCT 06	£0.05m

CONTACT ADDRESS: P.O. Box 20068, 10460 Stockholm, Sweden

69

INIS

£4.54m

STATISTICS

Founded: 1997

Independent

www.inis.jp

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	LIPS: NUMBER ONE HITS	MICROSOFT	39	XB360	OCT 09	£2.53m
2	LIPS	MICROSOFT	38	XB360	NOV 08	£1.99m
3	ELITE BEAT AGENTS	NINTENDO	109	DS	NOV 06	£0.01m

CONTACT ADDRESS: 3F Yamate K Building, 2-10-15 Naka Meguro, Meguro-ku, Tokyo, Japan

70

ASYLUM

£ 4.43m

STATISTICS

Founded: 1995

Independent

asylum-entertainment.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	PEPPA PIG: THE GAME	UBISOFT	18	DS, Wii	NOV 09	£3.00m
2	HORRID HENRY: MISSIONS OF MISCHIEF	ASYLUM ENT.	1	DS, Wii, PC	OCT 09	£1.11m
3	TRACY BEAKER: THE GAME	UBISOFT, P2 GAMES	1	DS, PC	OCT 09	£0.31m

CONTACT ADDRESS: 132 Upper Street, Islington, London, N1 1QP, UK

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71

RESPONDESIGN

£4.33m 🇺🇸

STATISTICS

Founded: 2003

Independent

www.respondesign.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	MY FITNESS COACH: GET IN SHAPE	UBISOFT	7	Wii	OCT 04	£4.33m

CONTACT ADDRESS: 1750 sw Skyline Blvd, Suite 224, Portland, 97221, USA

72

REBELLION

£4.23m 🇬🇧

STATISTICS

Founded: 1992

Independent

www.rebellion.co.uk

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	CALL OF DUTY: WORLD AT WAR	ACTIVISION	1	PS2	NOV 08	£1.21m
2	SHELLSHOCK 2: BLOOD TRAILS	EIDOS	57	XB360, PS3, PC	FEB 09	£0.66m
3	THE SIMPSONS GAME	ELECTRONIC ARTS	3	PSP, PS2, Wii	NOV 07	£0.59m
4	PDC WORLD CHAMPIONSHIP DARTS 09	OXYGEN	74	Wii	MAY 09	£0.49m
5	STAR WARS BATTLEFRONT: ELITE SQUADRON	LUCASARTS	102	PSP	NOV 09	£0.47m

CONTACT ADDRESS: Riverside House, Osney, Mead, Oxford, OX2 0ES, UK

73

EA SALT LAKE

£4.16m 🇺🇸

STATISTICS

Founded: 1992

Owned by: EA

www.ea.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	TIGER WOODS PGA TOUR 09	ELECTRONIC ARTS	1	Wii	AUG 08	£2.00m
2	NERF N-STRIKE	ELECTRONIC ARTS	93	Wii	OCT 08	£0.44m
3	LITTLEST PETSHOP: WINTER	ELECTRONIC ARTS	87	DS	OCT 08	£0.41m
4	LITTLEST PETSHOP	ELECTRONIC ARTS	216	Wii, PC	OCT 08	£0.22m
5	LITTLEST PETSHOP: GARDEN	ELECTRONIC ARTS	237	DS	OCT 08	£0.21m

CONTACT ADDRESS: 1551 S. Renaissance Towne Drive, Suite 500, Bountiful, Utah 84010, USA

74 BLACK ROCK STUDIOS £4.03m

STATISTICS

Founded: 1998 (as Pixel Planet)

Owned by: Disney

www.blackrockstudio.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	PURE	DISNEY INTERACTIVE	8	XB360, PS3, PC	SEP 08	£4.03m

CONTACT ADDRESS: 15 West Street, Brighton, BN1 2RE, UK

75 HEAVY IRON STUDIOS £4.00m

STATISTICS

Founded: 1999

Independent

www.heavy-iron.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	UP	THQ	20	DS, Wii, XB360, PS3	MAY 09	£2.03m
2	WALL-E	THQ	2	Wii, PS3, XB360	JUN 08	£1.10m
3	SPONGEBOB'S TRUTH OR SQUARE	THQ	95	DS, Wii, PSP, XB360	OCT 09	£0.78m
4	RATATOUILLE	THQ	3	XB360, PS3	JUN 07	£0.05m
5	THE SPONGEBOB SQUAREPANTS MOVIE	THQ	1	PC, PS2, GC, XB	OCT 04	£0.01m

CONTACT ADDRESS: 6601 Center Drive West, Suite 400, LA, CA 90045, USA

76 MONKEY BAR GAMES £3.92m

STATISTICS

Founded: 2005

Owned by: Vicious Cycle Software/D3P/Namco Bandai

www.monkeybargames.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	BEN 10: ALIEN FORCE	D3P	4	Wii, PS2, PSP	OCT 08	£3.91m

CONTACT ADDRESS: Building 3005, Carrington Mill Blvd, Chapel Hill, North Carolina, USA

77

TERMINAL REALITY

£3.90m

STATISTICS

Founded: 1994

Independent

www.terminalreality.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	GHOSTBUSTERS: THE VIDEO GAME	SONY, ATARI	4	PS3, XB360, PC	JUN 09	£3.89m

CONTACT ADDRESS: Xxxx

78

CRYSTAL DYNAMICS

£3.88m

STATISTICS

Founded: 1992

Owned by: Square Enix

www.crystald.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	TOMB RAIDER: UNDERWORLD	EIDOS	6	XB360, PS3, PC	NOV 08	£3.22m
2	TOMB RAIDER: ANNIVERSARY	EIDOS	2	Wii, PSP, PS2, PC, XB360	JUN 07	£0.45m
3	TOMB RAIDER DOUBLE (LEGEND/ANNIVERSARY)	EIDOS	285	PSP	APR 09	£0.13m
4	TOMB RAIDER: LEGEND	EIDOS	1	PC, PSP, XB360, PS2, XB, GC	APR 06	£0.08m

CONTACT ADDRESS: 1300 Seaport Blvd, Suite 100, Redwood City, CA 94063, USA

79

SORA

£3.86m

STATISTICS

Founded: 2009

Independent

www.project-sora.co.jp

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	SUPER SMASH BROS: BRAWL	NINTENDO	1	Wii	JUN 08	£3.86m

CONTACT ADDRESS: No. 2 Building, 15th Floor Nichōme stage Fujimi, Chiyoda-ku, Tokyo, Japan

80 BLIZZARD ENTERTAINMENT £3.85m

STATISTICS

Founded: 1991

Owned by: Activision Blizzard

us.blizzard.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	WORLD OF WARCRAFT: WRATH OF LICH KING	ACTIVISION	2	PC	NOV 08	£2.00m
2	WORLD OF WARCRAFT: BATTLE CHEST	ACTIVISION	115	PC	OCT 07	£0.85m
3	WORLD OF WARCRAFT	ACTIVISION	2	PC	FEB 05	£0.46m
4	WORLD OF WARCRAFT: THE BURNING CRUSADE	ACTIVISION	1	PC	JAN 07	£0.34m
5	WARCRAFT III: REIGN OF CHAOS	ACTIVISION	4	PC	JUL 02	£0.07m

CONTACT ADDRESS: P.O. Box 18979, Irvine, CA 92623, USA

81 CRITERION GAMES £3.80m

STATISTICS

Founded: 1993

Owned by: EA

www.criteriongames.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	BURNOUT PARADISE: THE ULTIMATE BOX	ELECTRONIC ARTS	36	PS3, XB360, PC	FEB 09	£1.69m
2	BURNOUT PARADISE	ELECTRONIC ARTS	1	XB360, PS3	JAN 08	£1.40m
3	BURNOUT DOMINATOR	ELECTRONIC ARTS	32	PSP, PS2	MAR 07	£0.47m
4	THE ORANGE BOX	ELECTRONIC ARTS	3	PS3	OCT 07	£0.22m
5	BURNOUT REVENGE	ELECTRONIC ARTS	1	XB360, PS2, XB	SEP 05	£0.02m

CONTACT ADDRESS: Onslow House, Onslow Street, Guildford, Surrey, GU1 4TN, UK

82 BIG FISH GAMES £3.80m

STATISTICS

Founded: 2002

Independent

www.bigfishgames.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	MYSTERY CASE FILES: MILLIONHEIR	BIG FISH GAMES	3	PC	SEP 08	£2.81m
2	MYSTERY IN LONDON: JACK THE RIPPER	BIG FISH GAMES	185	PC	DEC 07	£0.19m
3	MYSTERY CASE FILES: RAVENHEARST	BIG FISH GAMES	156	PC	DEC 06	£0.18m
4	HIDDEN EXPEDITION: AMAZON	BIG FISH GAMES	167	PC	JUN 08	£0.11m
5	MYSTERY CASE FILES: MADAME FATE	BIG FISH GAMES	166	PC	NOV 07	£0.08m

CONTACT ADDRESS: 333 Elliott Avenue West, Suite 200, Seattle, WA 98119, USA

83 POLYPHONY DIGITAL £3.79m 🇯🇵

STATISTICS

Founded: 1998

Owned by: Sony

www.polyphony.co.jp

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**GRAN TURISMO**	SONY	7	PSP	OCT 09	£2.14m
2	**GRAN TURISMO 5: PROLOGUE**	SONY	1	PS3	MAR 08	£1.64m

CONTACT ADDRESS: Tobu Toyosu Bldg 2F, 1-10-19 Edagawa, Koto-ku, Tokyo 135-0051, Japan

84 GENIUS SONORITY £3.77m 🇯🇵

STATISTICS

Founded: 2002

Independent

www.geniussonority.co.jp

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**100 CLASSIC BOOK COLLECTION**	NINTENDO	17	DS	DEC 08	£2.39m
2	**DISNEY FAIRIES: TINKERBELL**	DISNEY INTERACTIVE	71	DS	NOV 08	£1.02m
3	**POKÉMON BATTLE REVOLUTION**	NINTENDO	40	Wii	DEC 07	£0.36m

CONTACT ADDRESS: Suda Kanda-cho, Chiyoda-ku, Tokyo, Japan

85 N-SPACE £3.74m 🇺🇸

STATISTICS

Founded: 1994

Independent

www.n-space.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**HANNAH MONTANA: THE MOVIE**	DISNEY INTERACTIVE	18	DS, Wii, XB360, PS3	MAY 09	£2.31m
2	**CALL OF DUTY: WORLD AT WAR**	ACTIVISION	1	DS	NOV 08	£0.42m
3	**CALL OF DUTY: MODERN WARFARE 2**	ACTIVISION	1	DS	NOV 09	£0.33m
4	**STAR WARS: THE FORCE UNLEASHED**	LUCASARTS	1	DS	SEP 08	£0.29m
5	**MARVEL ULTIMATE ALLIANCE 2**	ACTIVISION	7	Wii, PS2, DS	SEP 09	£0.21m

CONTACT ADDRESS: 6751 Forum Drive, Suite 210, Orlando, FL, 32821, USA

86 MAGIC POCKETS £3.72m

STATISTICS

Founded: 1994

Independent

www.magicpockets.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	IMAGINE: TEACHER	UBISOFT	21	DS	AUG 08	£1.58m
2	IMAGINE: TEACHER - SCHOOL TRIP	UBISOFT	121	DS	AUG 09	£0.51m
3	MINI NINJAS	EIDOS	15	DS	SEP 09	£0.44m
4	DOLPHIN ISLAND	UBISOFT	54	DS	OCT 07	£0.40m
5	PLANET RESCUE: OCEAN PATROL	UBISOFT	239	DS	NOV 08	£0.20m

CONTACT ADDRESS: 1 Promenade du Belvédère, 77200 Torcy, France

87 BEENOX £3.62m

STATISTICS

Founded: 2000

Independent

www.beenox.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	GUITAR HERO: GREATEST HITS	ACTIVISION	18	XB360, ii, PS3, PS2	JUN 09	£1.75m
2	MONSTERS VS ALIENS	ACTIVISION	20	Wii, PS2, XB360, PS3, PC	MAR 09	£1.02m
3	QUANTUM OF SOLACE	ACTIVISION	7	Wii, PC	OCT 08	£0.78m
4	TRANSFORMERS: REVENGE OF THE FALLEN	ACTIVISION	2	PC	JUN 09	£0.03m
5	BEE MOVIE	ACTIVISION	30	XB360, PS2, PC	OCT 07	£0.02m

CONTACT ADDRESS: 305, Charest Est, Bureau 700, Québec (Québec), G1K 3H3, Canada

88 MONOLITH £3.59m

STATISTICS

Founded: 1994

Owned by: Warner Bros.

www.lith.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	F.E.A.R 2: PROJECT ORIGIN	WARNER BROS. INTERACTIVE	2	XB360, PS3, PC	FEB 09	£3.21m
2	CONDEMNED 2	SEGA	5	XB360, PS3	APR 08	£0.35m
3	CONDEMNED: CRIMINAL ORIGINS	SEGA	18	XB360, PC	DEC 05	£0.03m

CONTACT ADDRESS: Kirkland, Washington, USA

89

EUROCOM ENTERTAINMENT £3.53m

STATISTICS

Founded: 1988

Independent

www.eurocom.co.uk

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**G-FORCE**	DISNEY INTERACTIVE	9	Wii, XB360, PS3, PS2	JUL 09	£1.13m
2	**ICE AGE 3: DAWN OF THE DINOSAURS**	ACTIVISION	31	Wii, XB360, PS3, PS2, PC	JUN 09	£0.84m
3	**BEIJING 2008**	SEGA	3	XB360, PS3, PC	JUN 08	£0.56m
4	**QUANTUM OF SOLACE**	ACTIVISION	7	PS2	OCT 08	£0.42m
5	**DEAD SPACE: EXTRACTION**	ELECTRONIC ARTS	122	Wii	OCT 09	£0.29m

CONTACT ADDRESS: Eurocom House, Ashbourne Road, Mackworth, Derby, DE22 4NB, UK

90

MIDWAY STUDIOS NEWCASTLE £3.48m

STATISTICS

Founded: 1996 (Closed in 2009 as part of parent Midway's bankruptcy and sell-off)

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**WHEELMAN**	UBISOFT	4	XB360, PS3, PC	MAR 09	£3.47m

91

ROUTE 1 GAMES £3.39m

STATISTICS

Founded: 2007

Independent

www.route1games.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**PUZZLER COLLECTION**	UBISOFT	12	DS, Wii, PSP, PC	xxx	£2.79m
2	**TAKE A BREAK'S PUZZLE MASTER**	UBISOFT	55	DS	xxx	£0.47m
3	**HOW TO PASS YOUR DRIVING TEST**	UBISOFT	338	DS	xxx	£0.13m

CONTACT ADDRESS: Technology Park, Arundel Street, Sheffield, South Yorkshire, S1 2NS, UK

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92

LIONHEAD STUDIOS

£3.39m

STATISTICS

Founded: 1997

Owned by: Microsoft

www.lionhead.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	FABLE II	MICROSOFT	1	XB360	OCT 08	£2.66m
2	FABLE II: GAME OF THE YEAR EDITION	MICROSOFT	127	XB360	SEP 09	£0.52m
3	BLACK & WHITE 2	ELECTRONIC ARTS	6	PC	DEC 05	£0.11m
4	FABLE: THE LOST CHAPTERS	MICROSOFT	27	PC, XB	MAR 08	£0.08m
5	THE MOVIES: STUNTS & EFFECTS	ACTIVISION	50	PC	JUN 06	£0.01m

CONTACT ADDRESS: 1 Occam Court, Surrey Research Park, Guildford, Surrey, GU2 7HJ, UK

93

RELIC

£3.24m

STATISTICS

Founded: 1997

Owned by: THQ

www.relic.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	WARHAMMER 40,000: DAWN OF WAR II	THQ	3	PC	FEB 09	£2.11m
2	COMPANY OF HEROES: TALES OF VALOR	THQ	55	PC	APR 09	£0.37m
3	WARHAMMER 40,000: DAWN OF WAR COMPLETE	THQ	294	PC	OCT 06	£0.22m
4	COMPANY OF HEROES: ANTHOLOGY	THQ	304	PC	APR 09	£0.21m
5	COMPANY OF HEROES	THQ	7	PC	SEP 06	£0.09m

CONTACT ADDRESS: 1500 - 550 Burrard Street, Vancouver, BC V6C 2C1, Canada

94

ALTRON

£3.22m

STATISTICS

Founded: 1983

Independent

www.altron.co.jp

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	DISNEY'S BOLT	DISNEY INTERACTIVE	12	DS	FEB 09	£1.34m
2	DRAWN TO LIFE: SPONGEBOB SQUAREPANTS	THQ	48	DS	SEP 08	£0.79m
3	PHINEAS AND FERB	DISNEY INTERACTIVE	74	DS	MAR 09	£0.45m
4	ZOO TYCOON DS	THQ	24	DS	NOV 05	£0.28m
5	DISNEY'S ENCHANTED	DISNEY INTERACTIVE	91	DS	NOV 07	£0.23m

CONTACT ADDRESS: 4F TKB Goten-yama Building, 5-9-41 Kita-shinagawa, Shinagawa-ku, Tokyo, Japan

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www.naturalmotion.com

95 WIZARBOX

£3.20m 🇫🇷

STATISTICS

Founded: 2003

Independent

www.wizarbox.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	SCRABBLE INTERACTIVE: 2009 EDITION	UBISOFT	27	DS, Wii, PC	MAR 09	£1.69m
2	IMAGINE: DOCTOR	UBISOFT	39	DS	MAR 09	£1.05m
3	SCRABBLE INTERACTIVE: 2007 EDITION	UBISOFT	26	DS, PC	OCT 07	£0.45m

CONTACT ADDRESS: 1 rue de la Cristallerie, 92310 Sèvres, Cedex, France

96 SLAM PRODUCTIONS

£3.20m 🇬🇧

STATISTICS

Founded: 2007

Independent

www.slam-productions.co.uk

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	GOLDEN BALLS	KOCH MEDIA	89	DS, Wii	DEC 08	£1.00m
2	FAMILY FORTUNES	KOCH MEDIA	76	Wii, DS	OCT 09	£0.89m
3	WHO WANTS TO BE A MILLIONAIRE? 2ND ED	UBISOFT	56	DS, Wii	NOV 08	£0.84m
4	MARGOT'S WORD BRAIN	ZUSHI GAMES	233	DS, Wii, PS2, PC	NOV 08	£0.23m
5	TELLY ADDICTS	UBISOFT	53	Wii, DS, PSP, PS2, PC	NOV 07	£0.13m

CONTACT ADDRESS: 7 Claredon Place, Leamington Spa, Warwickshire, CV32 5QL, UK

97 GUSTO GAMES

£3.18m 🇬🇧

STATISTICS

Founded: 2003

Independent

www.gustogames.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	ASHES CRICKET 2009	CODEMASTERS	1	Wii	AUG 09	£3.14m
2	CHAMPIONSHIP MANAGER 2007	EIDOS	9	XB360, PSP, PS2	OCT 06	£0.01m
3	ULTIMATE I SPY	MAJESCO	933	Wii	OCT 09	£0.01m
4	PROSTROKE GOLF WORLD TOUR 2007	OXYGEN	43	PS2, PSP, PC, XB	SEP 06	£0.01m

CONTACT ADDRESS: Gusto Games, Barford Road, Bloxham, Banbury, Oxfordshire, OX15 4FF, UK

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HIGH VOLTAGE

£2.83m

STATISTICS

Founded: 1993

Independent

www.high-voltage.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	BEN 10: PROTECTOR OF EARTH	D3P	17	Wii, PSP, PS2	NOV 07	£1.40m
2	THE CONDUIT	SEGA	29	Wii	JUL 09	£0.65m
3	DORA THE EXPLORER: SAVES SNOW PRINCESS	TAKE-TWO	76	Wii, PS2	DEC 08	£0.37m
4	GO DIEGO GO! GREAT DINOSAUR RESCUE	TAKE-TWO	110	Wii, PS2	MAR 09	£0.23m
5	GO DIEGO GO! SAFARI RESCUE	TAKE-TWO, GSP/AVANQUEST	4	Wii, PC, PS2	MAR 08	£0.08m

CONTACT ADDRESS: 2345 Pembroke Ave, Hoffman Estates, IL 60169, USA

99

ROCKSTAR SAN DIEGO

£2.82m

STATISTICS

Founded: 1984

Owned by: Rockstar Games

www.rockstarsandiego.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	MIDNIGHT CLUB: LOS ANGELES	TAKE-TWO	10	XB360, PS3	OCT 08	£2.78m
2	ROCKSTAR GAMES PRESENTS TABLE TENNIS	TAKE-TWO	4	XB360	OCT 07	£0.03m

CONTACT ADDRESS: 5966 La Place Court, Suite 170, Carlsbad, California 92008, USA

100

5TH CELL

£2.78m

STATISTICS

Founded: 2003

Independent

www.5thcell.com

#	TITLE	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	DRAWN TO LIFE: THE NEXT CHAPTER	THQ	50	DS, Wii	OCT 09	£1.36m
2	SCRIBBLENAUTS	WARNER BROS. INTERACTIVE	12	DS	OCT 09	£1.30m
3	LOCK'S QUEST	THQ	564	DS	SEP 08	£0.07m
4	DRAWN TO LIFE	THQ	31	DS	SEP 07	£0.05m

CONTACT ADDRESS: Bellevue, Washington, USA

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POS	STUDIO	'09 UK REVENUES		PAGE
1	NINTENDO	🇯🇵	£203.63m	16
2	INFINITY WARD	🇺🇸	£125.58m	18
3	EA CANADA	🇨🇦	£100.99m	20
4	UBISOFT MONTREAL	🇨🇦	£59.71m	22
5	FOUNDATION 9	Various	£36.83m	24
6	SEGA STUDIOS JAPAN	🇯🇵	£35.93m	26
7	CAPCOM	🇯🇵	£31.87m	30
8	TREYARCH	🇺🇸	£30.99m	32
9	YUKE'S	🇯🇵	£30.06m	36
10	LEVEL-5	🇯🇵	£29.14m	38
11	TRAVELLER'S TALES	🇬🇧	£28.52m	40
12	NEVERSOFT	🇺🇸	£22.01m	41
13	KONAMI	🇯🇵	£21.48m	43
14	TURN 10 STUDIOS	🇺🇸	£20.79m	44
15	CODEMASTERS	🇬🇧	£19.20m	46
16	BUNGIE	🇺🇸	£19.04m	47
17	SLIGHTLY MAD STUDIOS	🇬🇧	£17.65m	48
18	VICARIOUS VISIONS	🇺🇸	£17.46m	49
19	VISCERAL GAMES	🇺🇸	£16.48m	50
20	ROCKSTAR NORTH	🇬🇧	£16.30m	51
21	THE SIMS STUDIO	🇺🇸	£16.22m	53
22	VALVE	🇺🇸	£16.15m	54
23	NAMCO	🇯🇵	£15.63m	56
24	ROCKSTEADY STUDIOS	🇬🇧	£15.26m	57
25	EA TIBURON	🇺🇸	£14.41m	58
26	EA BRIGHT LIGHT	🇬🇧	£13.61m	59
27	UBISOFT FRANCE	🇫🇷	£13.35m	60
28	EA BLACK BOX	🇨🇦	£13.29m	61
29	NAUGHTY DOG	🇺🇸	£13.12m	62
30	SPORTS INTERACTIVE	🇬🇧	£12.81m	63
31	SCE LONDON STUDIO	🇬🇧	£12.25m	66
32	GUERRILLA GAMES	🇳🇱	£11.27m	66
33	BETHESDA	🇺🇸	£10.83m	67
34	RADICAL	🇨🇦	£9.92m	67
35	VOLITION	🇺🇸	£9.76m	68
36	MAXIS	🇺🇸	£9.54m	68
37	GEARBOX SOFTWARE	🇺🇸	£9.45m	69
38	HARMONIX	🇺🇸	£9.20m	69
39	1ST PLAYABLE	🇺🇸	£8.88m	70
40	PANDEMIC STUDIOS	🇺🇸	£8.81m	70
41	GAME FREAK	🇯🇵	£8.70m	71
42	BIOWARE	🇨🇦	£8.63m	71
43	ENSEMBLE STUDIOS	🇺🇸	£8.54m	72
44	A2M	🇨🇦	£8.43m	72
45	SONIC TEAM	🇯🇵	£8.30m	73
46	KUJU ENTERTAINMENT	🇬🇧	£8.29m	73
47	CAT DADDY	🇺🇸	£7.88m	74
48	HB STUDIOS	🇨🇦	£7.79m	74
49	UBISOFT ROMANIA	🇷🇴	£7.05m	75
50	RAVEN SOFTWARE	🇺🇸	£7.03m	75

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POS	STUDIO	'09 UK REVENUES		PAGE
51	EPIC GAMES	🇺🇸	£7.02m	76
52	KROME STUDIOS	🇦🇺	£7.00m	76
53	INSOMNIAC	🇺🇸	£6.74m	77
54	MEDIA MOLECULE	🇬🇧	£6.43m	77
55	ROCKSTAR LEEDS	🇬🇧	£6.15m	77
56	LUXOFLUX	🇺🇸	£5.87m	79
57	HUDSON	🇯🇵	£5.78m	79
58	TECHLAND	🇵🇱	£5.59m	79
59	CREATIVE ASSEMBLY	🇬🇧	£5.53m	80
60	COOKING MAMA	🇯🇵	£5.52m	80
61	FREESTYLEGAMES	🇬🇧	£5.23m	80
62	SUCKER PUNCH	🇺🇸	£5.20m	81
63	MIDWAY	🇺🇸	£5.12m	81
64	EA LA	🇺🇸	£5.06m	81
65	TRANSMISSION GAMES	🇦🇺	£5.05m	82
66	GRIN	🇸🇪	£5.03m	82
67	EXIENT	🇬🇧	£4.81m	82
68	EA DICE	🇸🇪	£4.61m	84
69	INIS	🇯🇵	£4.54m	84
70	ASYLUM	🇬🇧	£4.43m	84
71	RESPONDESIGN	🇺🇸	£4.33m	86
72	REBELLION	🇬🇧	£4.23m	86
73	EA SALT LAKE	🇺🇸	£4.16m	86
74	BLACK ROCK STUDIOS	🇬🇧	£4.03m	87
75	HEAVY IRON STUDIOS	🇺🇸	£4.00m	87
76	MONKEY BAR GAMES	🇺🇸	£3.92m	87
77	TERMINAL REALITY	🇺🇸	£3.90m	88
78	CRYSTAL DYNAMICS	🇺🇸	£3.88m	88
79	SORA	🇯🇵	£3.86m	88
80	BLIZZARD	🇺🇸	£3.85m	89
81	CRITERION GAMES	🇬🇧	£3.80m	89
82	BIG FISH GAMES	🇺🇸	£3.80m	89
83	POLYPHONY DIGITAL	🇯🇵	£3.79m	90
84	GENIUS SONORITY	🇯🇵	£3.77m	90
85	N-SPACE	🇺🇸	£3.74m	90
86	MAGIC POCKETS	🇫🇷	£3.72m	91
87	BEENOX	🇨🇦	£3.62m	91
88	MONOLITH	🇺🇸	£3.59m	91
89	EUROCOM	🇬🇧	£3.53m	92
90	MIDWAY NEWCASTLE	🇬🇧	£3.48m	92
91	ROUTE 1 GAMES	🇬🇧	£3.39m	92
92	LIONHEAD STUDIOS	🇬🇧	£3.39m	95
93	RELIC	🇨🇦	£3.24m	95
94	ALTRON	🇯🇵	£3.22m	95
95	WIZARBOX	🇫🇷	£3.20m	97
96	SLAM PRODUCTIONS	🇬🇧	£3.20m	97
97	GUSTO GAMES	🇬🇧	£3.18m	97
98	HIGH VOLTAGE	🇺🇸	£2.83m	99
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POS	STUDIO	'09 UK REVENUES		PAGE
39	1ST PLAYABLE	🇺🇸	£8.88m	70
100	5TH CELL	🇺🇸	£2.78m	99
44	A2M	🇨🇦	£8.43m	72
94	ALTRON	🇯🇵	£3.22m	95
70	ASYLUM	🇬🇧	£4.43m	84
87	BEENOX	🇨🇦	£3.62m	91
33	BETHESDA	🇺🇸	£10.83m	67
82	BIG FISH GAMES	🇺🇸	£3.80m	89
42	BIOWARE	🇨🇦	£8.63m	71
74	BLACK ROCK STUDIOS	🇬🇧	£4.03m	87
80	BLIZZARD	🇺🇸	£3.85m	89
16	BUNGIE	🇺🇸	£19.04m	47
7	CAPCOM	🇯🇵	£31.87m	30
47	CAT DADDY	🇺🇸	£7.88m	74
15	CODEMASTERS	🇬🇧	£19.20m	46
60	COOKING MAMA	🇯🇵	£5.52m	80
59	CREATIVE ASSEMBLY	🇬🇧	£5.53m	80
81	CRITERION GAMES	🇬🇧	£3.80m	89
78	CRYSTAL DYNAMICS	🇺🇸	£3.88m	88
28	EA BLACK BOX	🇨🇦	£13.29m	61
26	EA BRIGHT LIGHT	🇬🇧	£13.61m	59
3	EA CANADA	🇨🇦	£100.99m	20
68	EA DICE	🇸🇪	£4.61m	84
64	EA LA	🇺🇸	£5.06m	81
73	EA SALT LAKE	🇺🇸	£4.16m	86
25	EA TIBURON	🇺🇸	£14.41m	58
43	ENSEMBLE STUDIOS	🇺🇸	£8.54m	72
51	EPIC GAMES	🇺🇸	£7.02m	76
89	EUROCOM	🇬🇧	£3.53m	92
67	EXIENT	🇬🇧	£4.81m	82
5	FOUNDATION 9	Various	£36.83m	24
61	FREESTYLEGAMES	🇬🇧	£5.23m	80
41	GAME FREAK	🇯🇵	£8.70m	71
37	GEARBOX SOFTWARE	🇺🇸	£9.45m	69
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75	HEAVY IRON STUDIOS	🇺🇸	£4.00m	87
98	HIGH VOLTAGE	🇺🇸	£2.83m	99
57	HUDSON	🇯🇵	£5.78m	79
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69	INIS	🇯🇵	£4.54m	84
53	INSOMNIAC	🇺🇸	£6.74m	77
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31	SCE LONDON STUDIO	🇬🇧	£12.25m	66
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63	MIDWAY	🇺🇸	£5.12m	81
90	MIDWAY NEWCASTLE	🇬🇧	£3.48m	92
76	MONKEY BAR GAMES	🇺🇸	£3.92m	87
88	MONOLITH	🇺🇸	£3.59m	91
23	NAMCO	🇯🇵	£15.63m	56
29	NAUGHTY DOG	🇺🇸	£13.12m	62
12	NEVERSOFT	🇺🇸	£22.01m	41
1	NINTENDO	🇯🇵	£203.63m	16
85	N-SPACE	🇺🇸	£3.74m	90
40	PANDEMIC STUDIOS	🇺🇸	£8.81m	70
83	POLYPHONY DIGITAL	🇯🇵	£3.79m	90
34	RADICAL	🇨🇦	£9.92m	67
50	RAVEN SOFTWARE	🇺🇸	£7.03m	75
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93	RELIC	🇨🇦	£3.24m	95
71	RESPONDESIGN	🇺🇸	£4.33m	86
55	ROCKSTAR LEEDS	🇬🇧	£6.15m	77
20	ROCKSTAR NORTH	🇬🇧	£16.30m	51
99	ROCKSTAR SAN DIEGO	🇺🇸	£2.82m	99

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24	ROCKSTEADY STUDIOS	🇬🇧	£15.26m	57
91	ROUTE 1 GAMES	🇬🇧	£3.39m	92
6	SEGA STUDIOS JAPAN	🇯🇵	£35.93m	26
96	SLAM PRODUCTIONS	🇬🇧	£3.20m	97
17	SLIGHTLY MAD STUDIOS	🇬🇧	£17.65m	48
45	SONIC TEAM	🇯🇵	£8.30m	73
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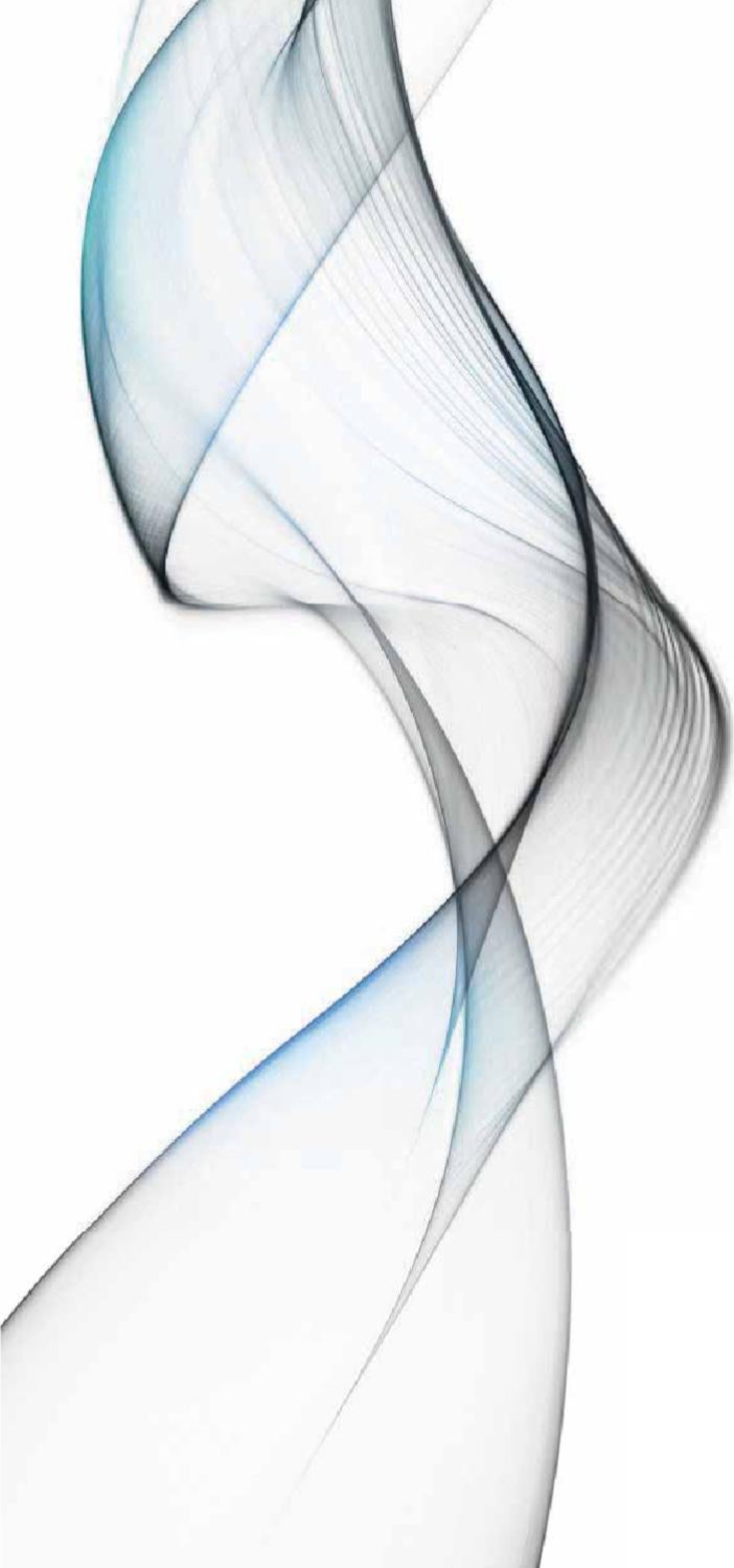
35	VOLITION	🇺🇸	£9.76m	68
95	WIZARBOX	🇫🇷	£3.20m	97
9	YUKE'S	🇯🇵	£30.06m	36



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